

# **Arizona Department of Veterans' Services**

**For Arizona veterans and those who care for them.**



## **Playing Monopoly at Someone Else's House: Connect with Standardized Work**

**Presented by Scott Kurish**  
**Office of Continuous Improvement Administrator**



# Monopoly: The Great American Board Game



- Original Concept -1904
- Released by Parker Brothers in 1933



# How do we learn to play?



- Family member or friend explains the game
- Learn by doing approach
- Sometimes modifications are made based on who is playing
- Over time we enter the “expert zone”
- We become the trainers



# Trouble Brewing

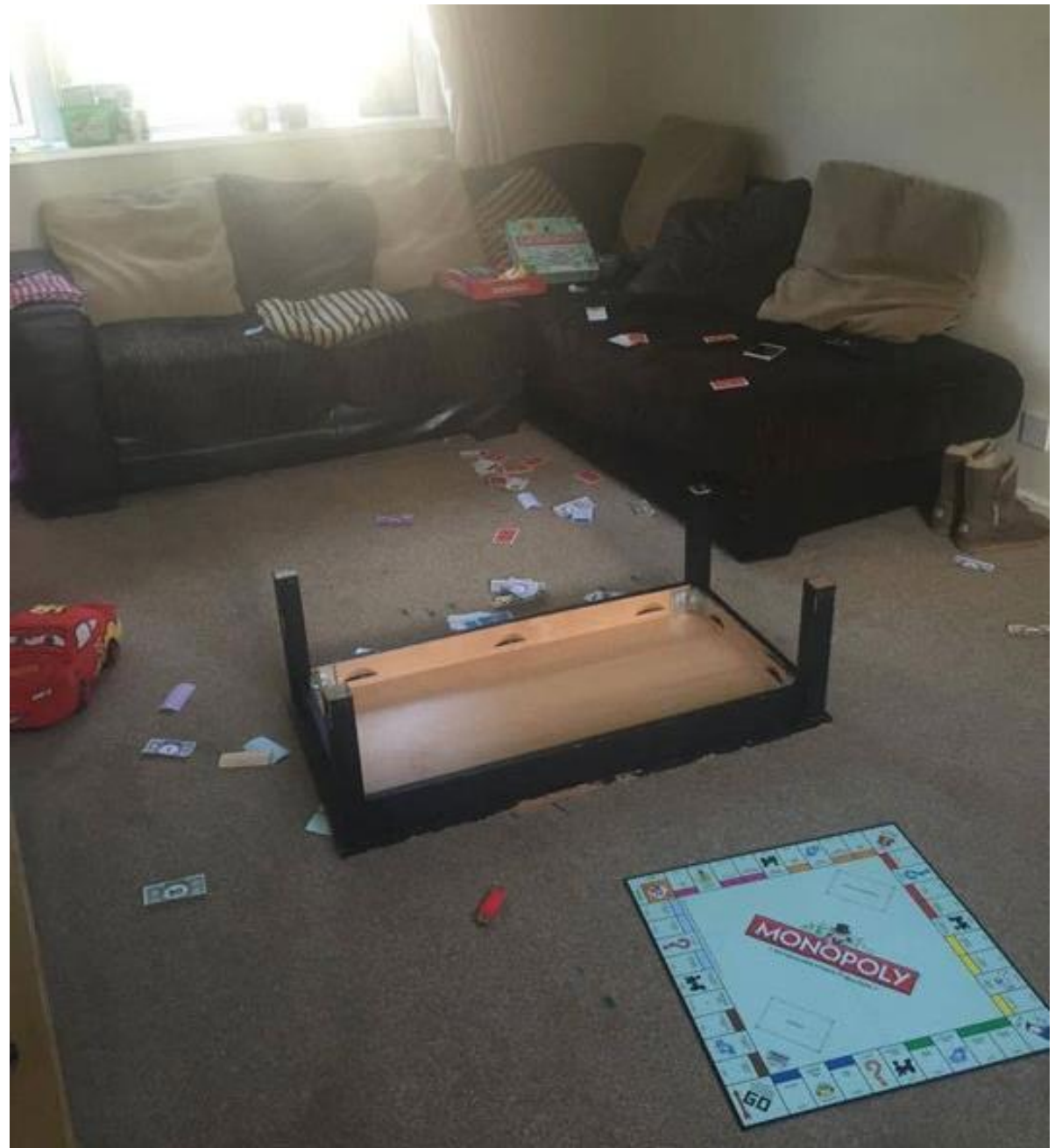


- Rules are remembered as taught, not as written
- Assuming personal interpretation is universal
- Easy versus correct
- Doing the wrong things well
- “A lie repeated often enough will become fact”
- Special exceptions are for special circumstances
- Go along to get along





**Game Over!**



# Related Behaviors on the job



- He doesn't know what he's doing
- He works too slowly
- How does he get his work done so quickly?
- You can't do that because there is a rule/law/regulation against it
- His work does not meet my expectations
- We don't do that/need that anymore



# The Solution – Standardized Work



Standardized Work is the **current, single best way** to do a task.



# Clarification



- **Current** – Standard work is not carved in stone. It changes with new ideas as we improve on a daily basis.
- **Single** – There can only be one best way and we need to be on the look out for it daily.





# Elements of Standardized Work



- What
- How
- How many
- How fast
- How often



# Types of Standardized Work



- Policy Manual
- Standard Operating Procedures
- Desk Top Procedures (Job Break Down Sheets)
- Check Lists
- Pictures/Illustrations



# Getting Standardized, It's a Process



- Map your process
- Decide on single best way – The new standard
- Pilot and validate
- Document the new standard
- Train everyone
- Regular Gemba walks – The cycle starts over



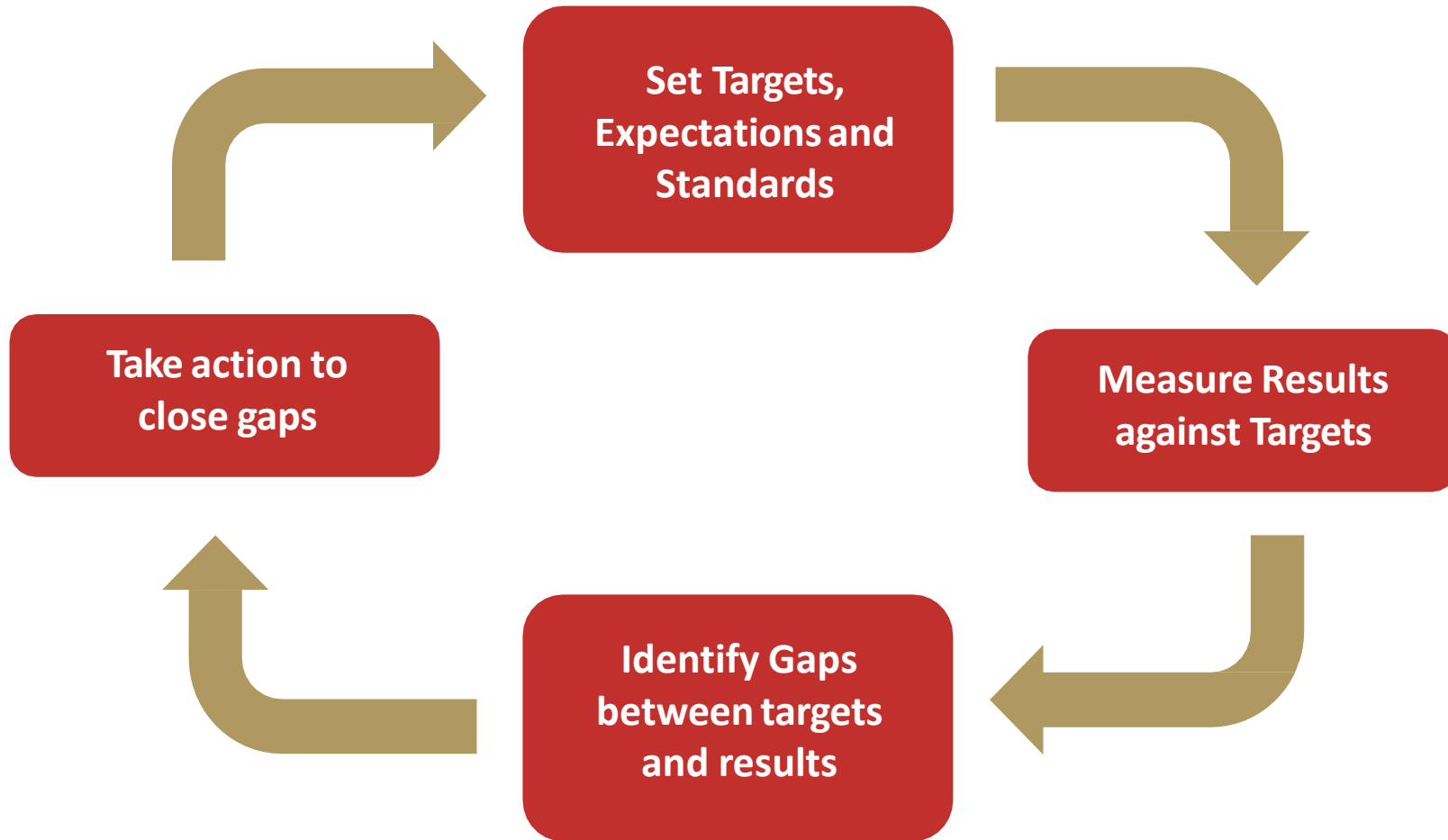
# Baselining Performance



- Everyone knows the “rules of the game”
- Standardized work is your baseline for performance
- All continuous improvement begins at Standardized Work
- Results become consistent
- Defects and rework are reduced
- Training becomes easier

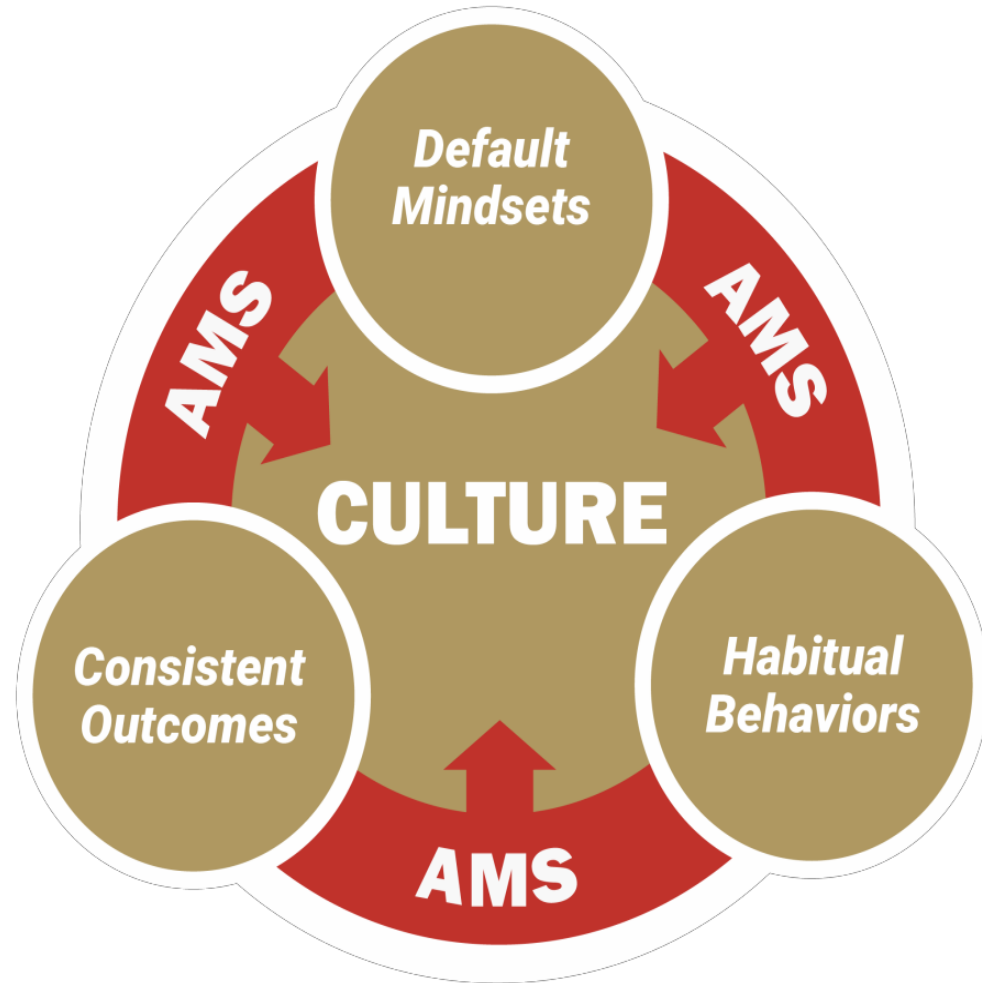


# Arizona Management System, Standardized Work for Driving Our Culture





# What is a Management System?

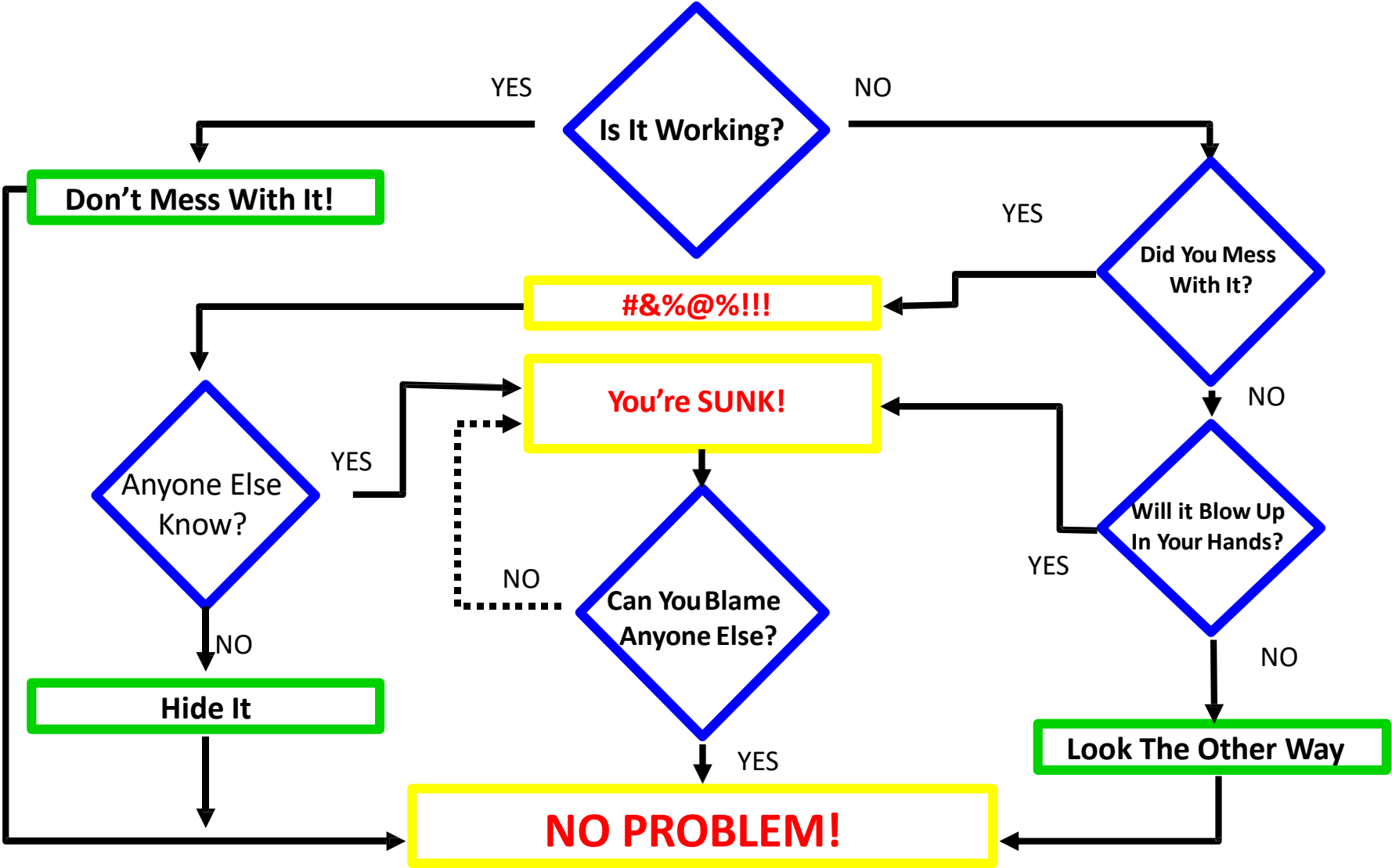




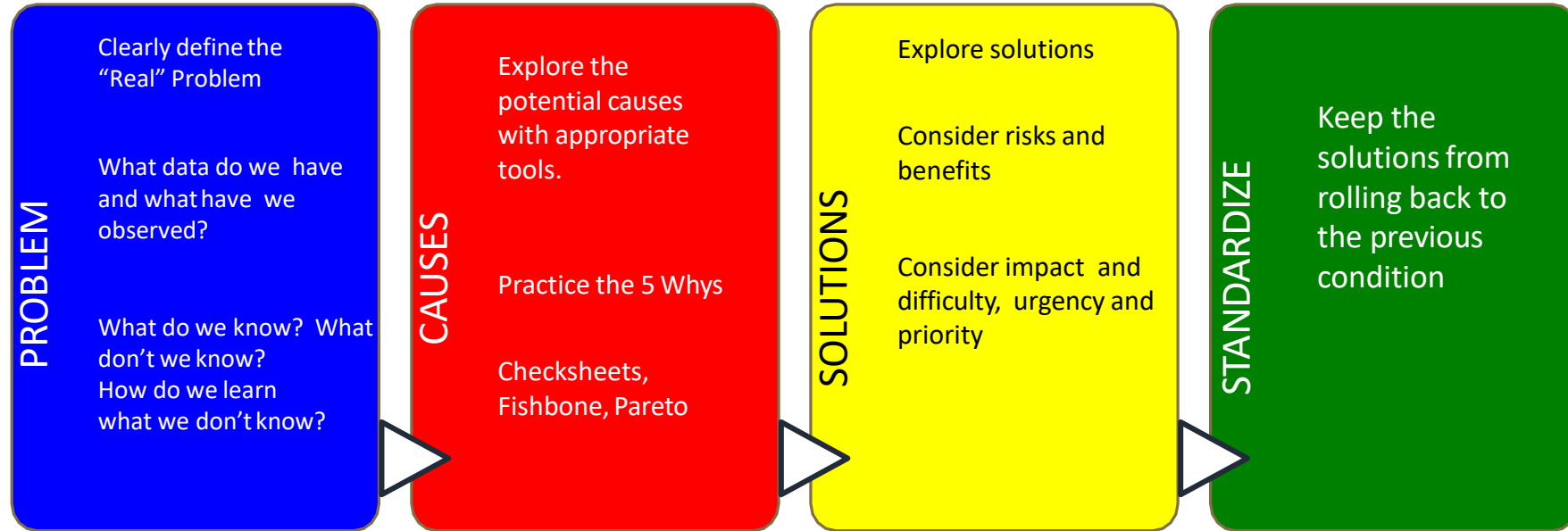
# ARIZONA MANAGEMENT SYSTEM



# Conventional Problem Solving



# Basic Problem Solving



Only then...

Only then...

Evaluate each to choose the best known at the time



# Our Agency



- Arizona Department of Veterans' Services is headquartered in Phoenix, Arizona
- We employ 400 people who:
  - Operate two Arizona State Veteran Homes that serve the long-term care and rehabilitative needs of the veterans and their dependents
  - Operate three State Veterans' Memorial Cemeteries
  - Advocate for Arizona's service members, veterans and their families with receiving federal and state veteran benefits
  - Advocate for Veterans in crisis
    - Suicide prevention
    - Employment
    - Homelessness





# Contact Information



- How does Arizona do it?
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# Questions?

