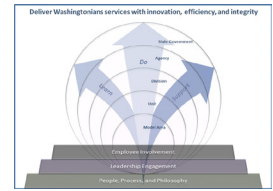


Getting Started with Lean

State of Washington



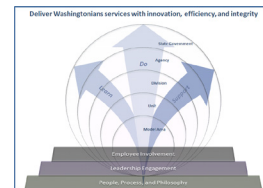
Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Table of Contents

Topic	Page
Purpose of This Document	Page 2
Overview – Getting Started with Lean	Page 3-4
Lean Journey Graphic	Page 5
Lean Deployment Model Graphic	Page 6
Steps for Model Area Project Deployment	Page 7
How to Select a Model Area Project	Page 8
Project Description Template	Page 9
Critical Success Factors for Lean Implementation	Page 10
Lean Deployment Roles and Responsibilities	Page 11-12

Getting Started with Lean

State of Washington



Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Purpose

The purpose of this document is to give agency leaders and employees an opportunity to review the information in these pages about getting started with Lean. Once finalized by the Governor's Cabinet Lean Leadership Team, this Getting Started with Lean information will be accessible online via the [Accountability and Performance website](#).

Review Instructions

Please review the pages of this document with an eye toward changes critical to helping agencies get started with Lean (and of course edits that clarify the text).

Please send your feedback (or comments, suggestions, edits, etc.) to Darrell Damron.

How to Send Your Feedback

Darrell Damron would be happy to accept your feedback in whatever form is most convenient for you.

- You can call Darrell at 360.902.4107.
- You can email [Darrell Damron](#) and write your comments in the email body.
- You can write your changes in the "Comment Form" document which was included as a separate attachment and is most useful if you have a lot of changes to recommend.

Reminder - Purpose of this Getting Started with Lean Document

What the Getting Started with Lean document is

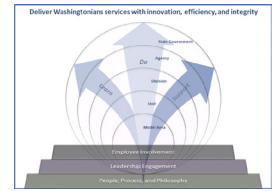
The information in these pages is intended to help agency directors understand what they are expected to do to implement Lean over the next nine months. The basic strategy is a "[model area](#)" approach, which means start small by selecting one process or work unit to improve and get some quick wins to build support and momentum. State government simply doesn't have the resources to support a massive (all state employees) rapid (in the next nine months) Lean transformation.

What the Getting Started with Lean document is not

The information in these pages is not the enterprise-wide roadmap for WA state government's multi-year Lean transformation journey. Over the coming months, we will develop the enterprise-wide roadmap to articulate our multi-year journey of adapting Lean to all state government operations.

Getting Started with Lean

State of Washington



Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Overview

State government faces unprecedented times that require courage and determination to break through the barriers of convention and better serve our citizens.

The Governor has directed executive cabinet agencies to begin adopting Lean as a standard management philosophy and system across state government. Based on the [Toyota Production System](#), Lean provides proven principles, methods and tools to develop a culture of continuous improvement that encourages employee creativity and problem solving skills. Washington's businesses and health care industries have discovered the value of Lean as a way to do business and have reaped the rewards.

Washington's Lean journey includes building capacity to lead, implement, and support our employees in their efforts to identify waste, eliminate delays, save money and provide high quality services. Agency leadership, resources, and employee involvement are key components of implementing Lean. The transformation to sustainable continuous improvement will take many years – achieving results along the way.

The Governor's Office, with the assistance of agency leaders, will develop a roadmap to guide agencies throughout this multi-year journey in the coming months. The three paths of Learn, Do, and Support will help agency leaders get started with Lean and achieve results by August 31, 2012.

Agency Leadership Actions to Get Started with Lean

Learn

- Review "[Washington State Government Lean Deployment Model](#)" and "[Steps for Model Area Project Deployment](#)."
- Participate in a "Lean Overview for Leaders" class.
- Learn more about Lean principles, methods, and tools through [online self-study](#).
- Identify one or more Lean practitioners to learn and build Lean expertise within your agency.

Do

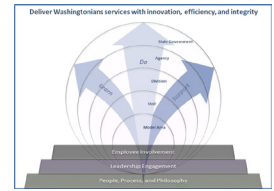
- Identify a model area project for deploying Lean in your agency and complete a [project description](#).
- Review and keep in mind the list of [critical success factors](#) for implementing Lean.
- Plan how you will build long-term knowledge and expertise to transform to and sustain as a Lean agency.
- Launch the project in your selected model area.
- Report project results and lessons learned by August 31, 2012, to the Governor's Office.

Support

- Discuss with your agency leadership team next steps for supporting Lean deployment. Consider:
 - Expanding from the model area project
 - Aligning projects to strategic plans and goals
 - Developing a communication strategy
 - Sharing best practices on expanding Lean throughout the agency

Getting Started with Lean

State of Washington



Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Agency Expectations for Lean Deployment

A Lean transformation is a multi-year journey. Over the next nine months, executive cabinet agencies should:

- Introduce Lean in your agency and complete at least one [model area project](#).
- Report your results to the Governor's Office by August 31, 2012.

Agency Resources for Lean Deployment

Without a doubt, budget resources are scarce, but there are three ways you can begin building Lean capacity in your agency over the next year.

Encourage Learning and Doing

Designate one or more Lean Practitioners for your agency. Encourage practitioners to participate in the statewide Lean Practitioners workgroup, training, consulting, and presentations. Additionally, encourage all employees to increase their knowledge about Lean principles, methods, and tools via online learning.

For free online learning resources see www.accountability.wa.gov/leadership/lean/resources.asp

Build Expertise Through External Partnerships

Lean transformations typically rely heavily on external help in the beginning as organizations build expertise. Lean consultants, such as Boeing Lean executives, are sharing their expertise with state government. The Governor's Office is seeking more private sector (free) partnerships to assist you.

Boeing is offering Value Stream Mapping (VSM) Facilitator training to help agencies learn how to identify opportunities to improve processes. This VSM facilitation training includes – facilitator training for two employees from each agency, followed by expert coaching as the employees conduct their first VSM event together.

To sign up for Value Stream Mapping facilitation training, submit the Lean "[Project Description](#)" form to [Darrell Damron](#) in Accountability & Performance. As additional Lean experts in the private sector offer their assistance, Accountability and Performance staff will help match up private sector experts to assist your agency staff.

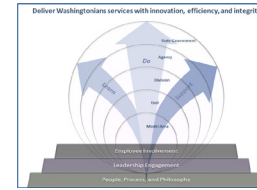
Build Expertise Through Master Contracts

Where resources are available, or contracts are already in place, you can hire a Lean Consultant to coach your VSM facilitators and help you identify opportunities to eliminate waste from processes using VSM and other Lean methods and tools. Lean experts can also provide training for your staff.

Contact [Dale Colbert](#) (DES) for more information about the Master Contract.

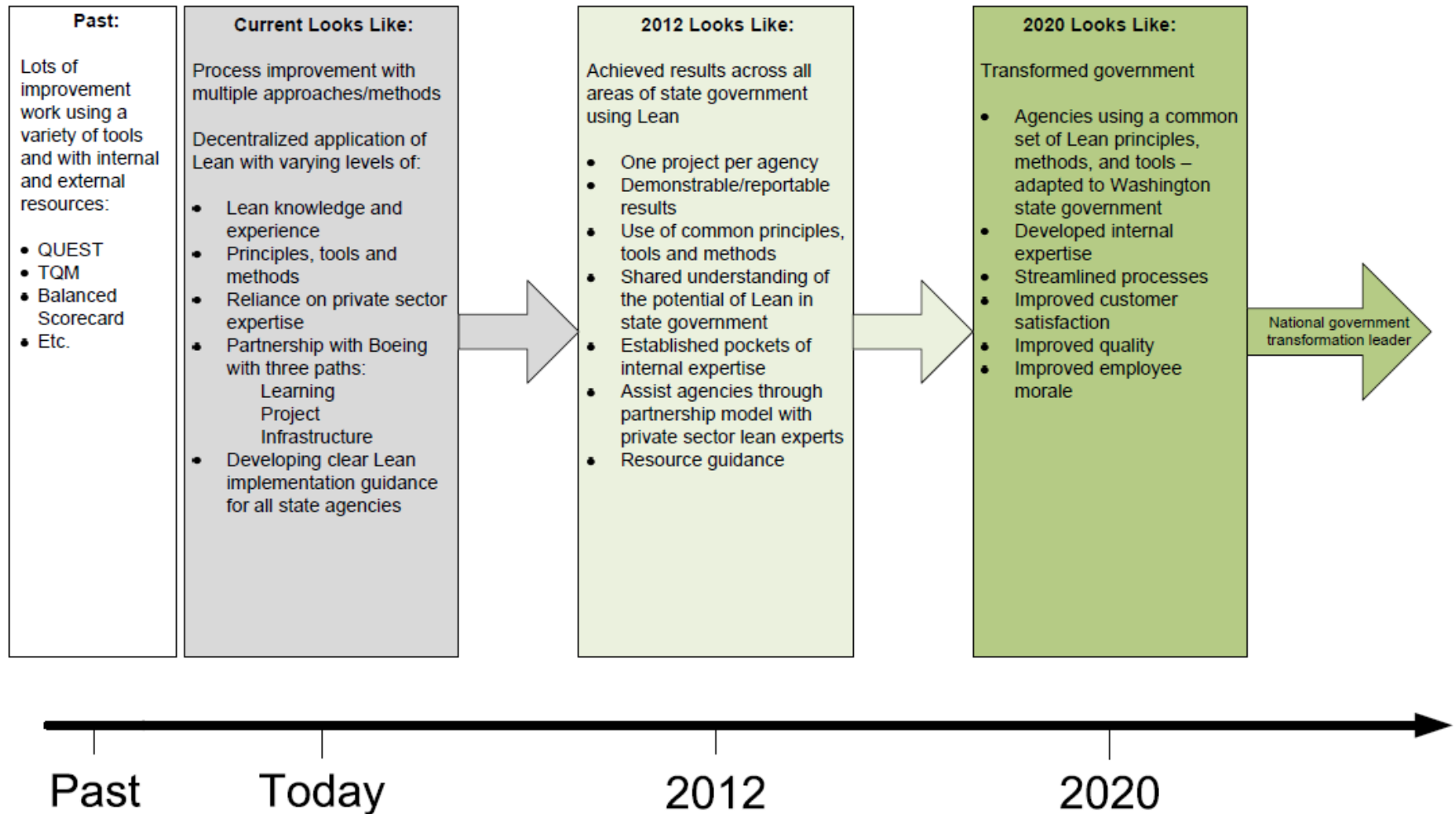
Getting Started with Lean

State of Washington



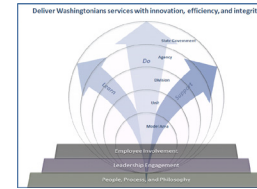
Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Washington State Government Lean Journey



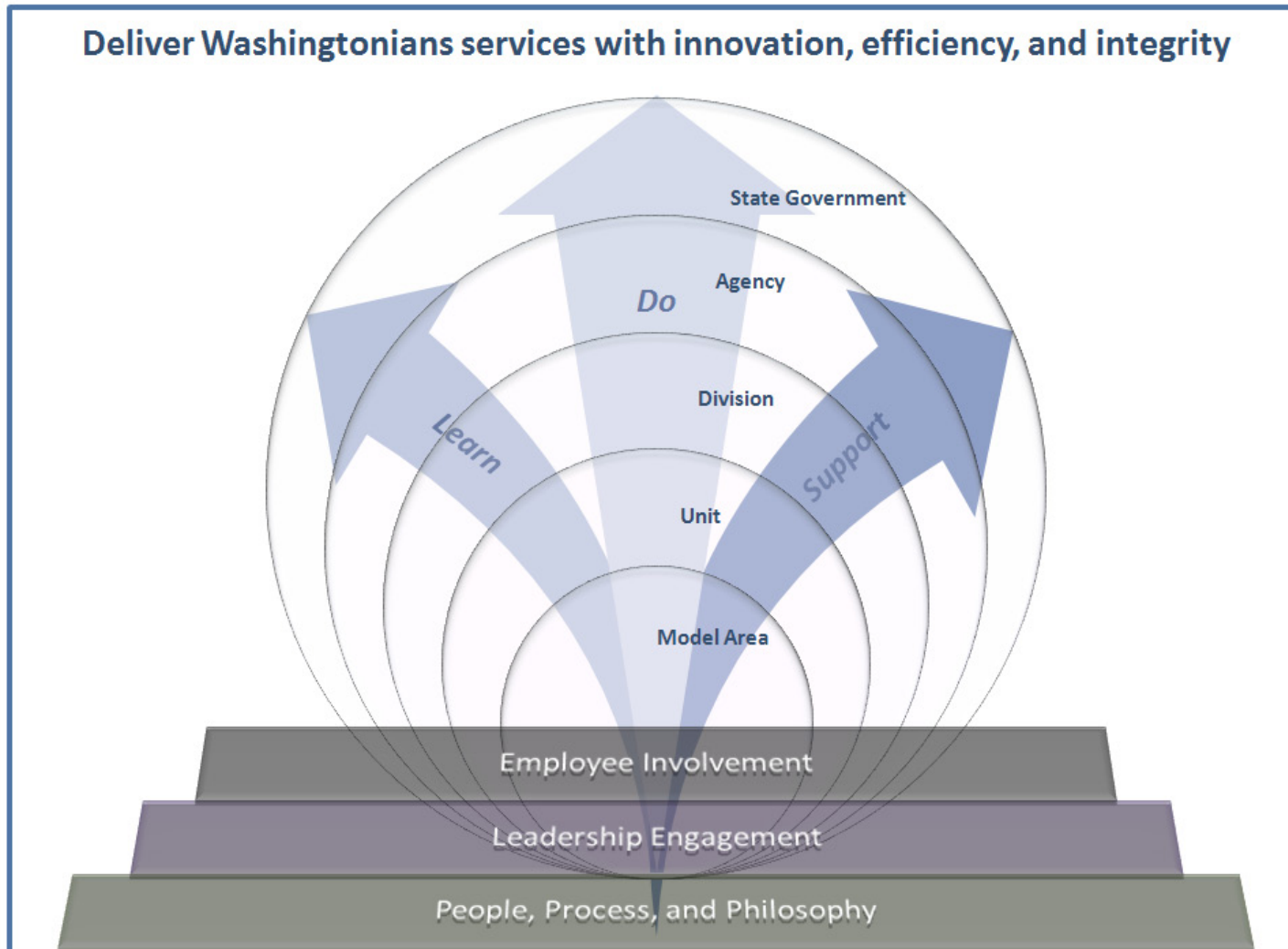
Getting Started with Lean

State of Washington



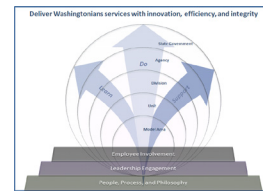
Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Washington State Government Lean Deployment Model



Getting Started with Lean

State of Washington



Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Steps for Model Area Project Deployment

Learn

- Review the “[Washington State Government Lean Deployment Model](#)”.
- Participate in a “Lean Overview for Leaders” class.
- Learn more about Lean principles, methods, and tools through [online self-study](#).

Do

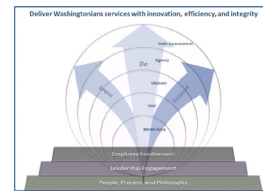
- [Select a model area project](#) for deploying Lean in your agency.
- Review and keep in mind the list of [critical success factors](#) for implementing Lean.
- Plan how you will build long-term knowledge and expertise to transform to and sustain as a Lean agency.
 - Designate Lean Practitioners in your agency.
 - Encourage online learning.
 - Send two employees to a Value Stream Mapping facilitation training and partner with private sector partners for follow-up coaching from a Lean expert via 1) match ups coordinated through Accountability and Performance, or 2) existing contracts or 3) the Master Contract.
- Launch the project in your selected model area.
- Report project results and lessons learned **by August 31, 2012**, to the Governor’s Office.

Support

- Discuss with your agency leadership team next steps for supporting Lean deployment, consider:
 - [Model area](#) project expansion
 - Alignment to strategic plans and goals
 - Communication strategy
- Follow up and follow through on Lean implementation.

Getting Started with Lean

State of Washington



Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

How to Select a Model Area Project

Make a list of potential processes by considering processes with the greatest perceived problems:

- Backlogs
- Customer complaints
- Quality issues
- Performance measures that don't meet targets
- Recognizable "wastes" (overproduction, waiting, transportation, over-processing, inventories, movement, defects)

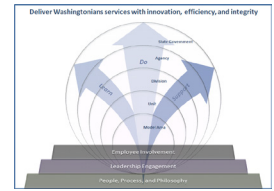
Questions to consider:

- What is the desired outcome for each project (e.g., improve quality, increase customer satisfaction, better work flow, eliminate errors)?
- Does it have a highly motivated leader/champion?
- Are the employees who do the process motivated to meet customer needs?
- Are they open to learning and improvement?
- Are key managers engaged?
- Will the improvement lead to money savings or re-direct resources?
- Will the improvement benefit customers or citizens?
- Does it align with your strategic plan?
- Will you see results within a year?
- What keeps you up at night?

Processes to avoid:

- The "nightmare" process
- Anything too complex or dependent on other risky projects
- Something too broad – like a process that involves multiple agencies
- Something too narrow – like a process that involves only one person
- Processes that have employees unwilling to change or improve
- Politically sensitive projects
- Requires a large financial investment

Getting Started with Lean State of Washington



Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Project Description Template

Agency Name:

Agency Contact:

Project Name:

Background

- What has the situation been like in the past?
- Who is the customer?
- What is the problem now?
- Quantify it (where you have data).

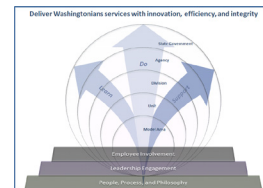
Project Objectives

- How would the customer's experience be different once the situation has been improved?
- What is the change in performance you want to achieve?
- Quantify it (if you can).

Boundaries

- What agencies and work processes are within the scope of the effort?
- What work is outside the scope of the effort?

Getting Started with Lean State of Washington



Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Critical Success Factors for Lean Implementation

Lead the Effort

- Develop deep Lean knowledge and skills in senior leaders and managers.
- Actively promote Lean initiatives and evaluate results.
- Build relationships based on mutual trust.
- Encourage employees to make decisions and continuously improve.

Plan Strategically

- Include Lean in your strategic planning process.
- Communicate to your agency why you are using Lean.
- Set goals and communicate those goals throughout your agency.
- Remain flexible.
- Learn from the progress of other agencies and other states.
- Encourage everyone in the agency to focus on delivering value to internal and external customers.

Structure the Agency

- Align your organizational structure with key business process rather than functional silos.
- Move decision making authority as close to the work as possible.
- Manage employee knowledge; document it and make it accessible.

Focus on the Customer

- Help every employee understand how his/her work impacts the value delivered to customers.
- Talk to your customers about their expectations.
- Understand the steps in your key business processes and focus on eliminating wastes.
- Include those most closely involved in the process such as suppliers, purchasing, human resources, information technology, front line employees, supervisors, and customers in improvement efforts.

Focus on Employees

- Reward innovation, leadership, and risk taking.
- Involve employees in problem solving, planning and goal setting.
- Encourage continuous knowledge and skill development.

Focus on Key Business Processes

- Eliminate non-value-added activities.
- Continuously look for opportunities to improve and integrate systems so information is entered once and provided throughout the agency.

Focus on Learning

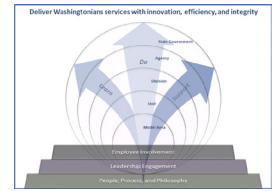
- Capture lessons learned and incorporate them into policy and procedures.
- Capture and organize knowledge in electronic space accessible to all employees.
- Use organizational knowledge to simulate future scenarios and “what if” analysis.
- Share improvements across divisions and agencies.

Make Work Visible

- Develop and monitor performance measures related to customer value.
- Make progress toward measures visible so employees can see the impact of their work.
- Connect individual and team performance feedback with performance measures and results.
- Celebrate success!

Getting Started with Lean

State of Washington



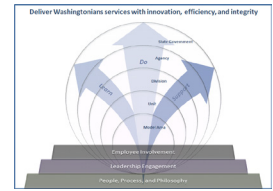
Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Lean Deployment Roles and Responsibilities

Who	Does What
GOVERNMENT ROLES AND RESPONSIBILITIES	
Governor & Chief of Staff	<ul style="list-style-type: none"> • Communicate vision and expectations • Champion Lean transformation and lead by example • Monitor progress
Executive Sponsor: Deputy Chief of Staff	<ul style="list-style-type: none"> • Chair the Lean Leadership Team • Set expectations • Champion Lean transformation and lead by example • Monitor progress
Governor’s Communications Team	<ul style="list-style-type: none"> • Media interface • Communicate
Governor’s Accountability & Performance Team	<ul style="list-style-type: none"> • Co-chair of the Lean Leadership Team • Sponsor Practitioner Group and foster community of practice • Encourage Lean transformation and lead by example • Coordinate match up of private sector partners with agencies • Assist Lean leadership team and other agencies with cross-agency resource sharing and developing the learning path for leaders, practitioners, employees • Identify and communicate best practices • Facilitate the development of an enterprise-wide roadmap for adapting Lean to state government operations – The Washington State Government Way • Develop and carry out internal statewide Lean deployment communication plan
Lean Leadership Team (sub group of cabinet)	<ul style="list-style-type: none"> • Champions of Lean – active support of transformation and leading by example • Communicate Governor’s state government Lean vision to agencies • Serve as guiding coalition to implement change and share lessons learned • Participate and lead training and education events • Participate in Lean activities • Guide best practices for statewide transformation • Leverage problem solving • Review overall progress and encourage others to continue moving forward • Attend Lean Leadership team sessions (or representative)
Agency Leaders: Supervisors, Managers, etc.	<ul style="list-style-type: none"> • Communicate Governor’s state government Lean vision throughout agency • Develop and implement agency Lean transformation deployment plan • Lead by example and participate in Lean activities • Develop leaders as teachers

Getting Started with Lean

State of Washington



Washingtonians trust and value state government to deliver services with innovation, efficiency and integrity.

Who	Does What
	<ul style="list-style-type: none"> • Support Lean project teams and follow up on project activities • Continue Lean education and training • Develop and carry out communications plans – including managing expectations • Celebrate accomplishments (rewards, recognition)
Agency Employees	<ul style="list-style-type: none"> • Participate in Lean activities • Provide inputs and insights of improvement opportunities • Learn and apply problem solving processes, tools and techniques • Understand customers, suppliers and their requirements • Share lessons learned or best practices within and across agencies
Lean Practitioners	<ul style="list-style-type: none"> • Continue learning and become Lean leaders, trainers and facilitators • Share best practices, lessons learned and experiences • Influence Lean transformation within the agency • Provide project information to Accountability & Performance • Participate in practitioner activities • Support requests from Accountability & Performance • Attend monthly practitioner sessions
Internal Training Services (DES)	<ul style="list-style-type: none"> • Assist in the development of standard Lean training • Offer variety of training opportunities to meet state agencies' needs • Work with agencies to develop, acquire, adapt or deliver specialized Lean training • Provide registration system for training courses • Assist in integrating Lean in on-boarding training curricula from new employee orientation to new executives orientation
PRIVATE SECTOR ROLES AND RESPONSIBILITIES	
Private Sector Partners	<ul style="list-style-type: none"> • Work with state agencies to define support needed – help make improvements! • Provide support to agencies and document improvements • Follow up and follow through as agreed to – incorporate customer feedback
Contract Consultants	<ul style="list-style-type: none"> • Perform according to performance based contract