

Lean Transformation Case Study: *Lessons Learned from Year One of the Washington State Employment Security Department's Lean Deployment*

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Objectives

Through a case study of one state agency's interesting and ongoing experience with deploying Lean, the presentation will provide participants:

- A tested and refined framework to drive a Lean transformation within Washington State government
- Proven best practices and tips for state and local government agencies to consider when deploying a robust Lean program
- Cautions and lessons learned for state and local government agencies to consider when deploying Lean

Agenda

Background

Description of Framework for Lean Transformation

Lessons Learned So Far

Next Steps

“Lean is not a program, it is a strategy.”

*~ Darrell Damron
Enterprise Lean Consultant
Results Washington
Office of the Governor*

Introduction to ESD

Washington State Employment Security Department (ESD):

- Serves citizens through three primary channels:
 - **WorkSource:** ESD partners with Workforce Development Councils and other local partners to help citizens find employment
 - **Unemployment Insurance (UI):** In 2012, the department paid more than \$2.5 billion in unemployment benefits to nearly 382,000 jobless workers.
 - **Labor-Market Data:** ESD collects, analyzes and disseminates job-related data relating to Washington and its regions and communities.
- Led by Commissioner Dale Peinecke

ESD's Lean journey

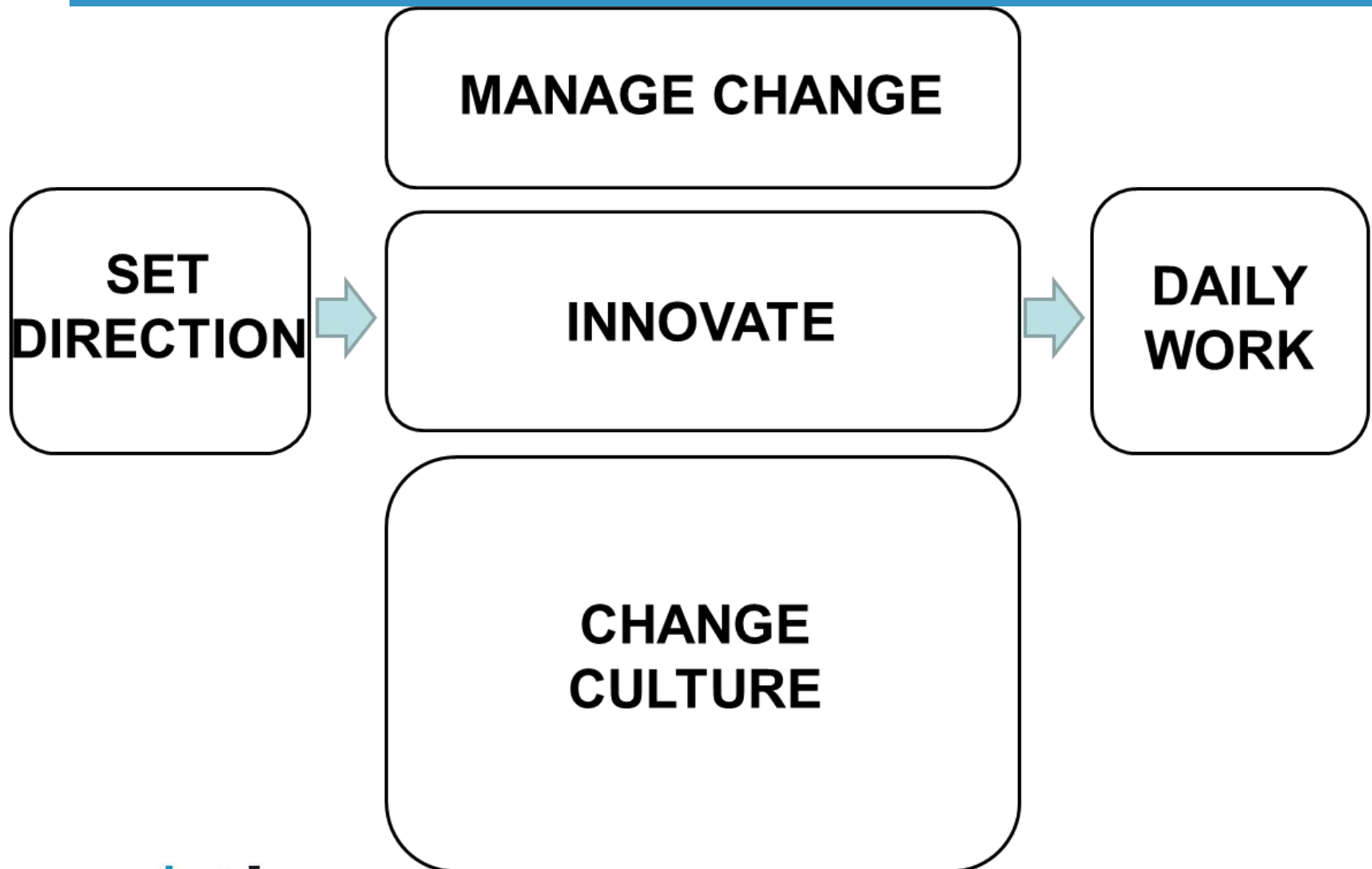
- 2012: Gov. Gregoire's Lean initiative – two “Model Area” projects
- Most audacious: UI Claims Adjudication
 - Completely changed the work of 140 staff
- 2013: Built on success, expanded in UI
- Launched agency-wide effort
 - Strategic Planning
 - Office of Lean Transformation

**“If you don't have time to do it right
the first time, when are you going to
find time to do it over?”**

~ Author Unknown

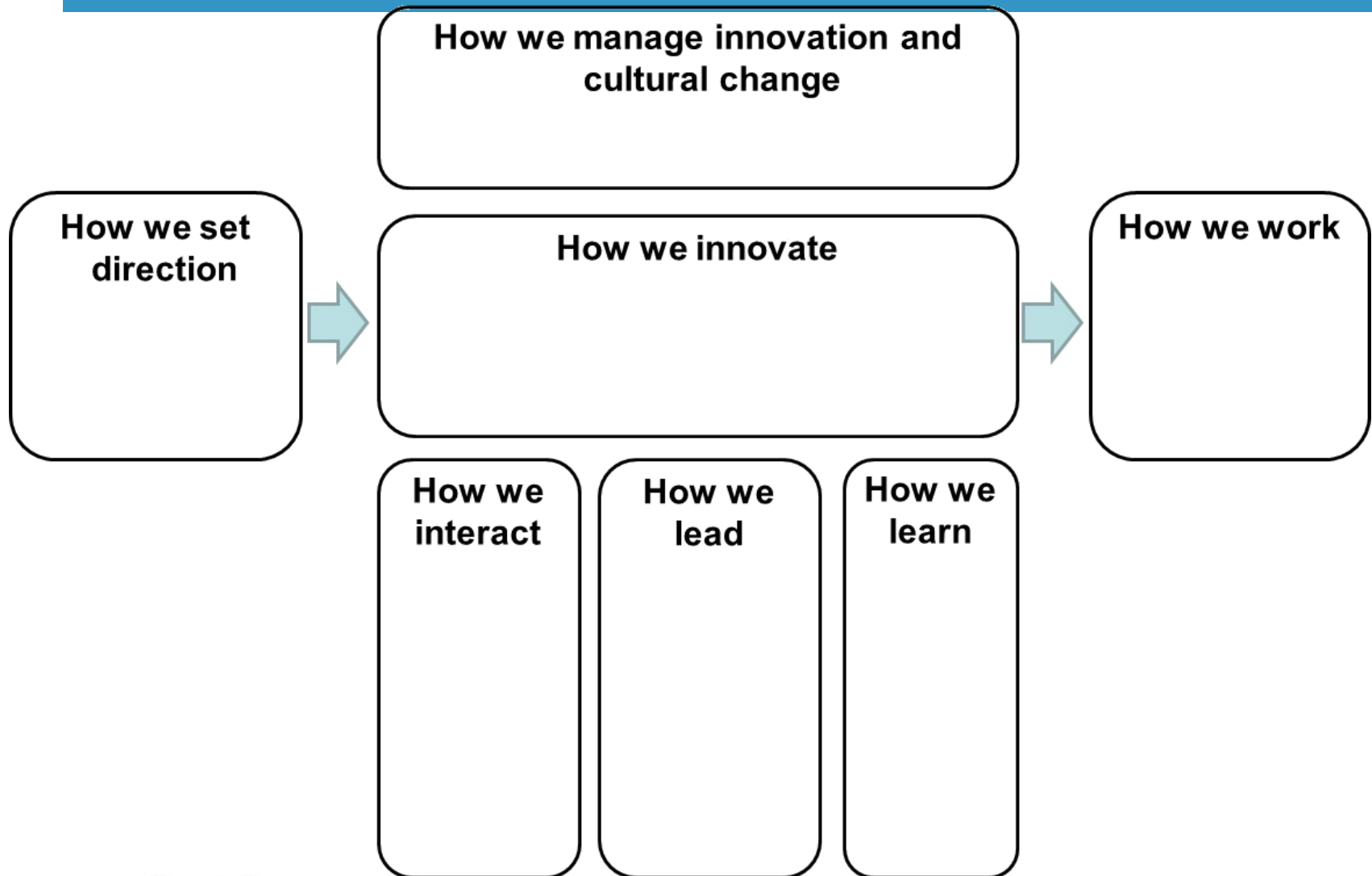
*What changes
with Lean?
Everything!*

A framework for Lean in state government



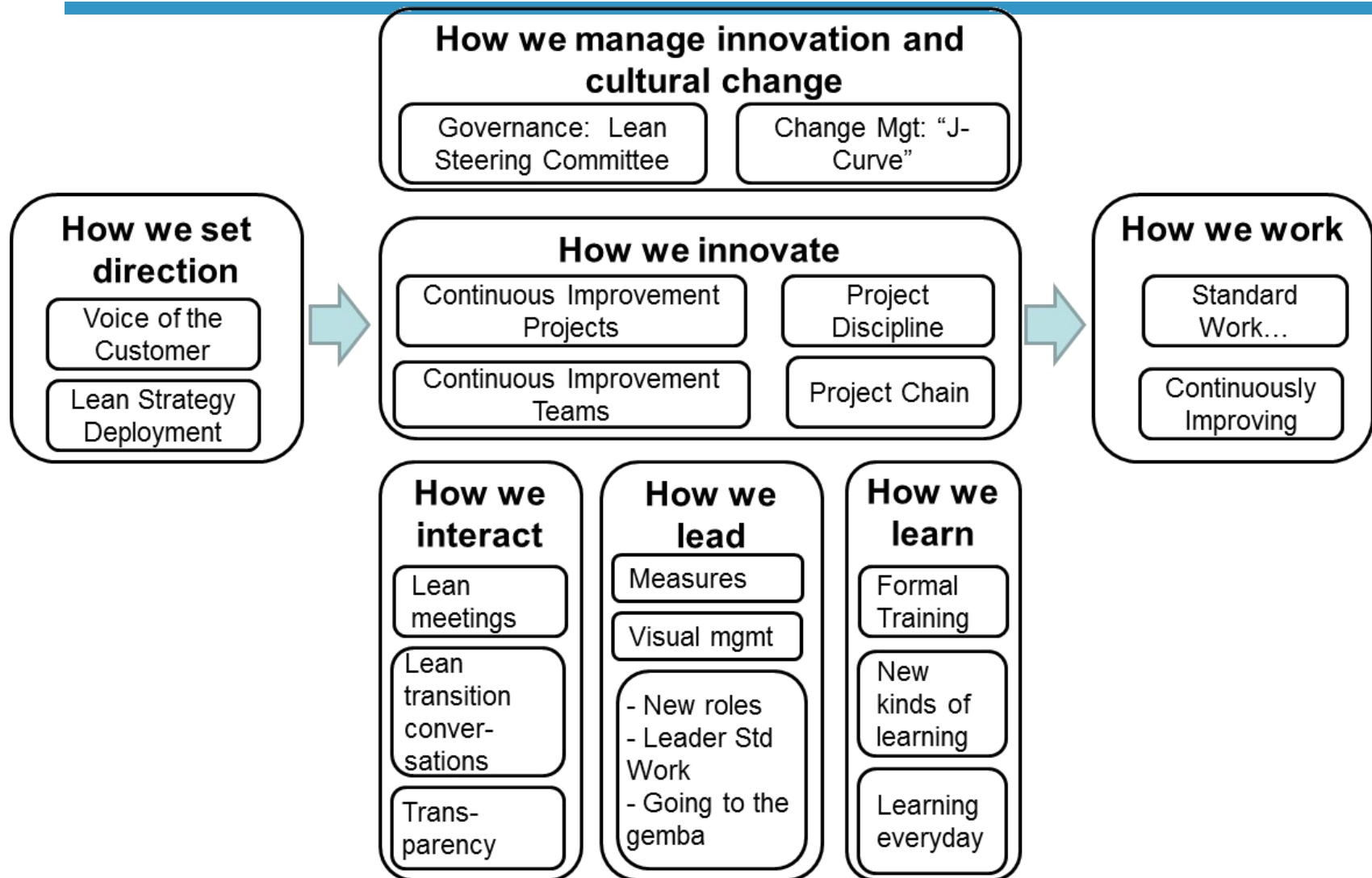
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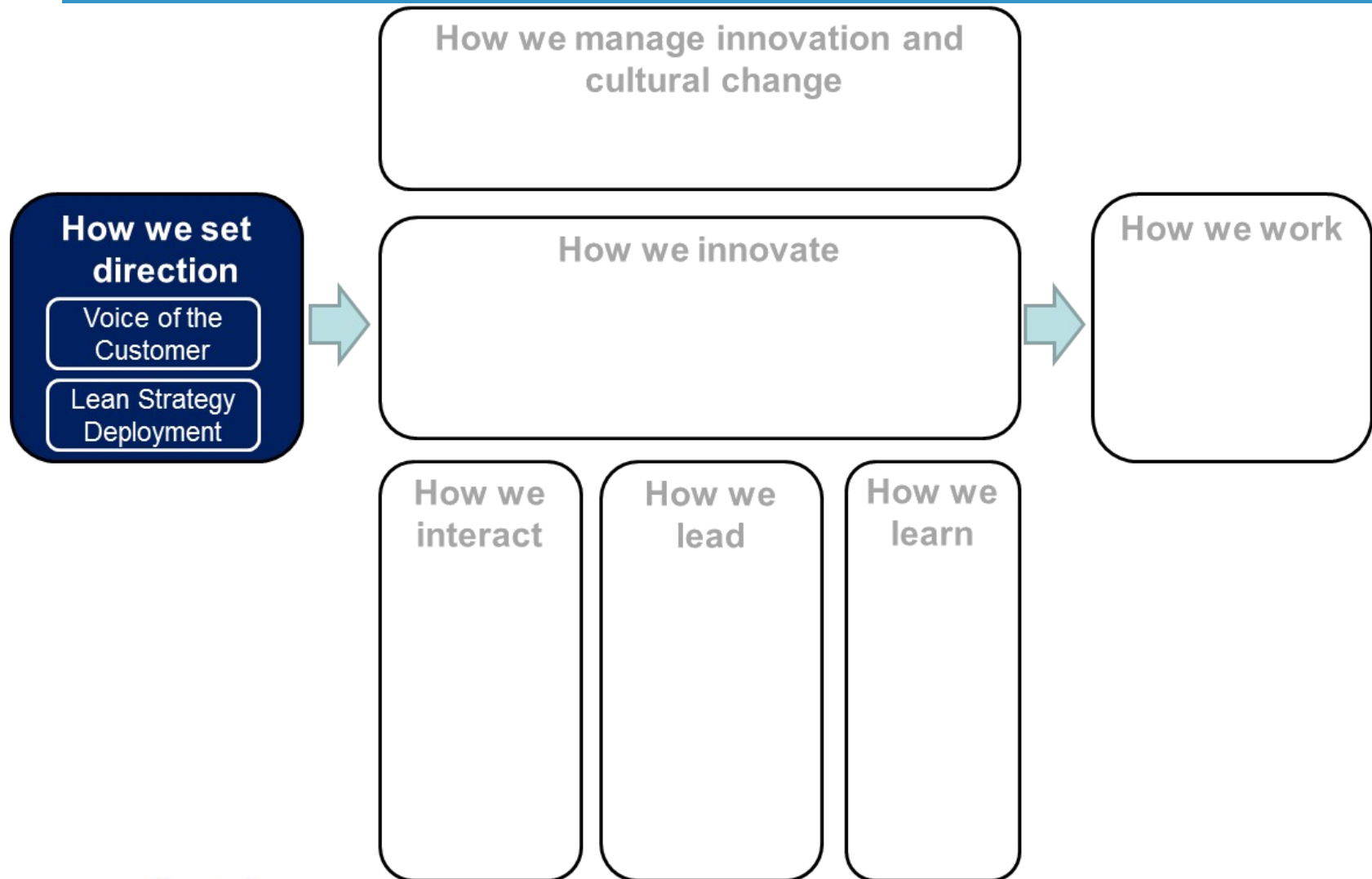
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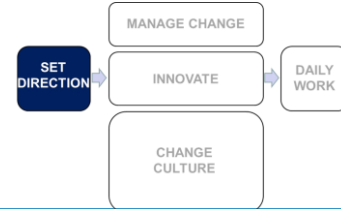
A framework for Lean in state government



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Voice of the Customer

Voice of the customer: *Users of Economic and Performance Data and Analytics*

Voice of the customer: *Employers / Potential Employers*

Voice of the customer: *Claimants / Job Seekers / Potential Job Seekers*

ESD Voice of the Customer

Customers	Primary Need	Customer Requirements
1. Claimants / Job Seekers / Potential Job Seekers	<i>To be able support themselves and their families</i>	<ul style="list-style-type: none"> ➢ Income support (system-wide – more than just UI) ➢ Job (right job quickly) ➢ Info about getting a job and navigating ESD systems ➢ Training / career progression / referrals to other services (e.g. DSHS)
2. Employers / Potential Employers	<i>A profitable and sustainable business</i>	<ul style="list-style-type: none"> ➢ Immediately available skilled workers ➢ Long-term supply of skilled workers ➢ Stable, equitable, efficient tax system ➢ Access to their account info
3. Users of Economic and Performance Data and Analytics	<i>The ability to make data-based decisions</i>	User-specific info that is: <ul style="list-style-type: none"> ➢ Convenient ➢ Accurate ➢ Timely ➢ Relevant ➢ Understandable ➢ Easy / User-friendly



Critical to Quality (CTQ) Metrics
How we will measure what we deliver

Claimants / Job Seekers / Potential Job Seekers

- Overall customer satisfaction feedback
- How fast is information available
- How up-to-date information is

Employers / Potential Employers

- Economic metrics, labor metrics
- Top prioritized targeted industries
- Issues using WorkSource
- Jobs and wages picked up in
- Tips, leads followed up
- Survey for info issue
- Data not collected

Users of Economic and Performance Data and Analytics

- Pay timeliness
- Wait times
- Enrollment timeliness
- Enrolled / not enrolled in a program (DVR, etc.) - Self service, staffed, training
- Payment rates
- Completion rates
- Career progression (DW-recovery)

Critical to Quality (CTQ) Metrics
How we will measure what we deliver

Users of Economic and Performance Data and Analytics

- Overall customer satisfaction feedback
- How fast is information available
- How up-to-date information is

Agency Lean strategy deployment – A3

Employment Security Department
WASHINGTON STATE

Values

- Serving customers
- Empowering people
- Strengthening partnerships
- Acting with integrity
- Anticipating future needs
- Achieving goals

Vision
The right job for each person, every time.

Mission
We partner to connect employers and job seekers – supporting transitions to new jobs and empowering careers.

Employment Security A3 (Strategic plan), 2013-16
Sponsor: Commissioner Dale Pedraza Owners: Executive Leadership Team

Goals	Employers	Employment system	Developing job seekers	ESD employees
Goals	Employers have the skilled, stable workforce they need to thrive.	Washington's integrated workforce development system efficiently and effectively supports the unemployment, employment and career needs of employers and job seekers.	Individuals have the information, competencies and workplace experience they need to be job-ready as they enter the workforce.	ESD employees are valued, empowered and engaged at work and can develop their skills and careers.
Measures	Outcomes <ul style="list-style-type: none"> Jobs filled through WorkSource. Retention rate of jobs filled through WorkSource. Leading indicators <ul style="list-style-type: none"> # of employers served by WorkSource. # of job seekers served by WorkSource. 	Outcomes <ul style="list-style-type: none"> Average duration of unemployment. Wage upon re-employment. Leading indicators <ul style="list-style-type: none"> # of UI claimants enrolled with WorkSource. Average duration for those claiming UI benefits. # of long-term unemployed. 	Outcomes - previous column plus: <ul style="list-style-type: none"> Wage progression. Leading indicators <ul style="list-style-type: none"> # enrolled in longer-term UI or WorkSource skill-building programs or work experience for students. Wages of re-employed UI claimants. 	Outcomes <ul style="list-style-type: none"> Retention of permanent staff. Leading indicators <ul style="list-style-type: none"> Percent of open jobs filled. Level of satisfaction.
Current state	Strengths <ul style="list-style-type: none"> Stable, efficient UI tax system. Labor-market information. UI and WorkSource systems enable collection of substantial data. Good WorkSource assessments of job-seeker employability. Challenges <ul style="list-style-type: none"> Lack of awareness, respect and/or use of WorkSource system and services. Ineffective job-matching system. Lack of training/funds/capacity to meet specific employer needs. 	Strengths <ul style="list-style-type: none"> Diverse, experienced, skilled staff. Relationships w/ employer groups and advocates. Strong local partnerships. Can effectively engage UI & WorkSource recipients. Partners understand WorkSource system. WorkSource gets people jobs. UI program delivers timely benefits. Challenges <ul style="list-style-type: none"> Inadequate integration of UI and WorkSource processes and technology. Aging IT systems; few self-help features. Lack of effective use of social media. Lack of integration and consistency of WorkSource services and operations. Insufficient staffing. 	Strengths <ul style="list-style-type: none"> Strong public support for internships and work-readiness. Leveraging of limited resources. Creativity and innovation. Successful prototypes and youth programs around state. Challenges <ul style="list-style-type: none"> Job-openings data don't meet planning needs. Many graduates haven't planned for future jobs; not work-ready. Lack of income support during longer-term retraining. Weak linkages between ESD/OSPI & training providers/WorkSource. Linking service members nearing discharge with civilian workforce services. 	Strengths <ul style="list-style-type: none"> Diverse group of talented people. Challenging and meaningful work. Positive effects on our customers. Challenges <ul style="list-style-type: none"> Limited new-employee orientation. Lack of technical and leadership training. Limited opportunities for career development. Lack of meaningful performance recognition and feedback. Lack of flexibility in working conditions. Staffing-level fluctuations.
Gaps & root causes	<ul style="list-style-type: none"> Employers insufficiently recruited & supported; many unaware of or don't know how to work with WorkSource. Job seekers with employer-desired skills/experience not actively recruited. Job matching not efficient or effective, but driven by customer priorities. Go2 can't mine for jobs and job seekers; no Web crew ability; not connected to employer systems. Very limited employer-specific training to attract or retain targeted businesses. 	<ul style="list-style-type: none"> More job seekers than jobs in many areas. Co-enrollment and integration challenges; disjointed processes; use of info systems. Job seekers lack right skills; don't live where skills needed; or lack job-search skills/motivation. No job matching at UI intake due to lack of requirements and technology integration. Late/incorrect reporting cause UI overpayments; low inadequately discourages overpayments. Aging computer systems difficult to maintain & modify; can't be integrated with newer systems. 	<ul style="list-style-type: none"> Limited work experience and internships available. Future jobs not sufficiently defined and communicated to community colleges to plan appropriate training. Limited system-wide coordination, best-practice sharing, expansion of successful prototypes, internships and other developmental programs. Limited pathways for technical education and hands-on learning. 	<ul style="list-style-type: none"> Insufficient investment in recruitment, employee orientation, training or development. Unclear, inconsistent expectations for supervisors on managing performance. Lack of knowledge and confidence to implement workplace flexibility. Staffing models don't minimize effects of fluctuating workload demands.

Workforce supply

Employer job demands met

Workforce development system

Improvement activities (four-quarter rolling timeline)												
Develop	Implement	Sustain	O	N	D	J	F	M	A	M	J	J
End assess employer feedback about WorkSource.												
WorkSource services desired by employers.												
broaden job-seeker inventory.												
Plan to replace go2worksource.com and SKIES.												
Site with training programs to support economic-development efforts and expand targeted employers.												
WorkSource administrator innovations to get results.												
Separate WorkSource enrollment process.												
quality and timeliness of UI benefit services.												
quality, capability & integration of UI and WorkSource IT systems.												
resources and time to determine job readiness.												
visiting job-search workshops.												
re NGTS on schedule.												
approval and begin replacing GUIDE.												
UI benefits systems:												
claims online application.												
used-claims online application.												
online job-search log (eLog).												
its telephone-filing and workload-management system.												
staff access to go2worksource.com data.												
more veterans, older workers, UI exhaustees, people with disabilities or long-term unemployed to workplace experience, internships and re skills.												
collaboration to connect more students with internships and career ion.												
employment-demand projections for community-college planning.												
methodology to hire, train and retain a diverse, talented workforce.												
expectations; create culture of performance accountability at every ESD.												
leadership, supervisor and HR knowledge of best practices to expand re flexibility.												
staffing models responsive to workload fluctuations.												
Mitigation												
employers, partners, staff and stakeholders.												
Build A3 using "cath-bell" process.												
Create effective ongoing communication and staff-engagement process.												
Define and communicate to employers the value of planned improvements.												
Create EIT subcommittee (improvement-activity sponsors) and governance structure to prioritize action plans and ensure we have sufficient staff and financial resources to implement the plan.												
Establish clear understanding of current revenue streams, grow revenue (aligned with A3) and apply Lean principles to engage staff and partners to eliminate non-value-added activities.												
Build relationships with Office of the Chief Information Officer, Dept. of Enterprise Services, Office of Financial Management and key legislators; identify potential funding streams; focus on improving and integrating our technology systems.												
Build effective internal-audit and monitoring process; incorporate performance-quality metrics in all Lean implementations.												
Review and revise A3, as needed, to reflect external changes that affect ESD.												

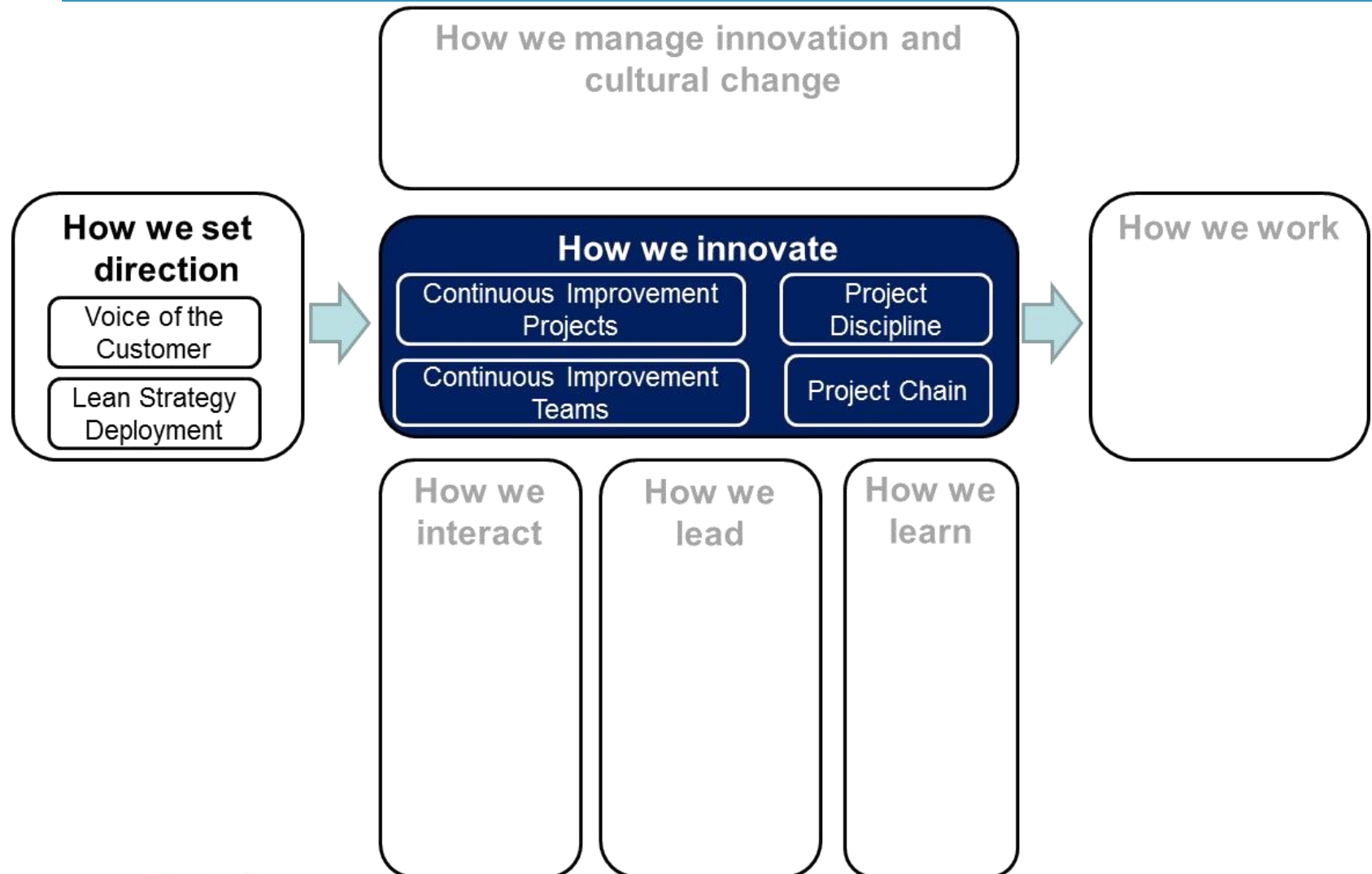
Executive Leadership Team

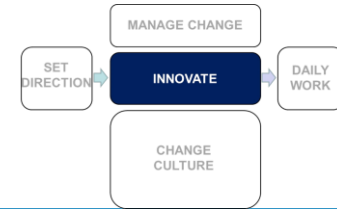
cke	Nan Thomas	Jeff Bennett	Vicki DeBoer
and	Jenifer Franklin	Neil Gorrell	Susan Hettinger
ison	Susan Lucas	Lisa Marsh	Ron Marshall
er	Tim Probst	Christina Smailes	Amy Smith

September 23, 2013

A framework for Lean in state government

*What changes
with Lean?
Everything!*





Formal Lean effort kicked off

ESD Lean Charter

Project Name

ESD Lean Process Improvement

Goal Statement

ESD will build on initial Lean efforts to set the foundation for continuous improvement in the agency's performance and results for the people we serve. Specific objectives:

- ESD leaders understand and can carry out their roles in implementing Lean
- A cadre of ESD staff is trained with practical experience in Lean concepts and tools, and can train others in basic Lean concepts and tools
- ESD has an approach in place to identify, launch, and implement projects to improve core business processes and reduce overpayments
- A Lean management system foundation is in place including a measurement approach to drive accountability, governance infrastructure to select and oversee improvement projects, and a continuous improvement plan.

Scope

In	Out
<ul style="list-style-type: none"> • Focus on UI and Claim Center operations • A3 / Current state assessment • Work plan • Lean leadership seminars • Lean concept and tool training for designated ESD project staff • Advisory consultation for inflight and new Lean engagements • Lean management infrastructure • Revised current state assessment 	<ul style="list-style-type: none"> • Support for engagements outside of ESD • Direct Lean project implementation by consultants • Major IT system changes

Success Conditions *(Individual project charters to include metrics)*

- ESD Operations A3 drafted and methodology in place
- ESD Lean operations governance program in place
- Lean project portfolio in place and launched with ESD teams assigned
- Training plan implemented for designated ESD operations managers and project managers

Dependencies

- Solid collaboration between consultants and staff
- Requested data will be provided by applicable stakeholders, as available
- Identified SMEs will be available throughout the project
- ESD team will provide extracts from ESD database (filtered as needed)
- Project will leverage any existing analysis that ESD already has

Customers of the Process

WA State unemployed workers and participating employers

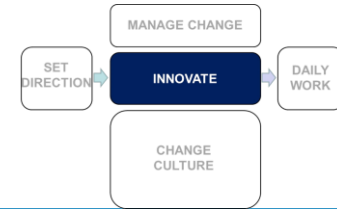
Team Members

Project Champion: Nan
Project Sponsor: Susan
Project Owner: Stew
Subject Matter Experts: Cynde, Jenifer, Jan, Administrators, Adjudication Managers, Intake Managers
Lean Consulting Team: Pat, Ryker, Stew

Project Milestones *(Subject to change, as needed)*

DELIVERABLE	MILESTONE	DUE WEEK OF
1. Assessment, Project Initialization, Project Management, and Work Plan	A3 Work Plan Status reports	Initial 1/21 Updated 2/11 2/11 Ongoing
2. Leadership and Management Lean Orientation	Seminars	1/28 Other Dates TBD after CSA
3. Training a Cadre of Lean Facilitators	Training plan Lean team training Launch project portfolio	2/11 Ongoing 2/11
4. Lean Consultation Services	Mentor Lean teams (inflight and new) Build Lean management infrastructure	Ongoing Ongoing
5. Lean Transformation Assessment	Updated current state assessment	6/30

5-day end-to-end UI process workout planning session



Intake Current State



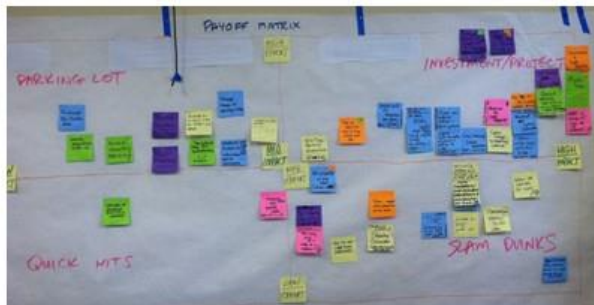
Adjudication Current State



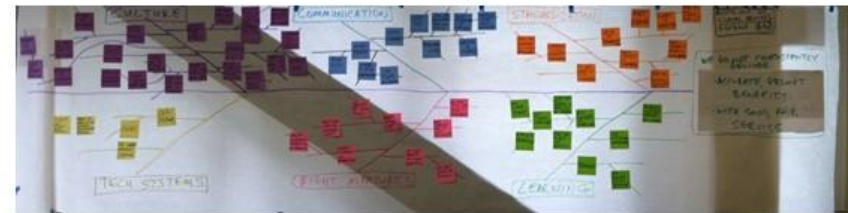
Integrated Future State Intake + Adj



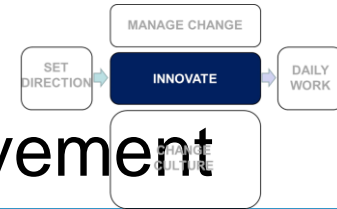
Root Cause – Affinity Diagram



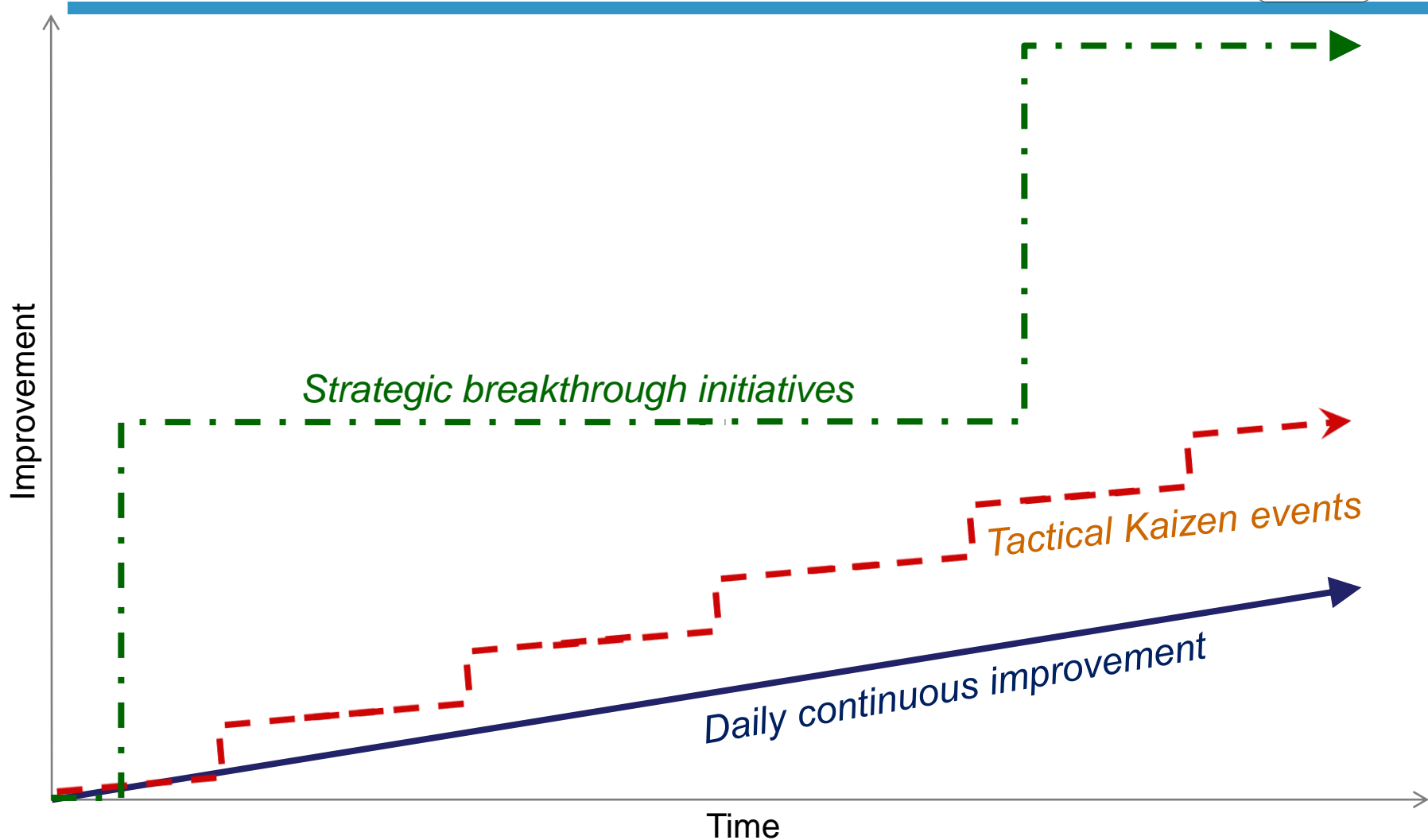
Project Prioritization – Payoff Matrix



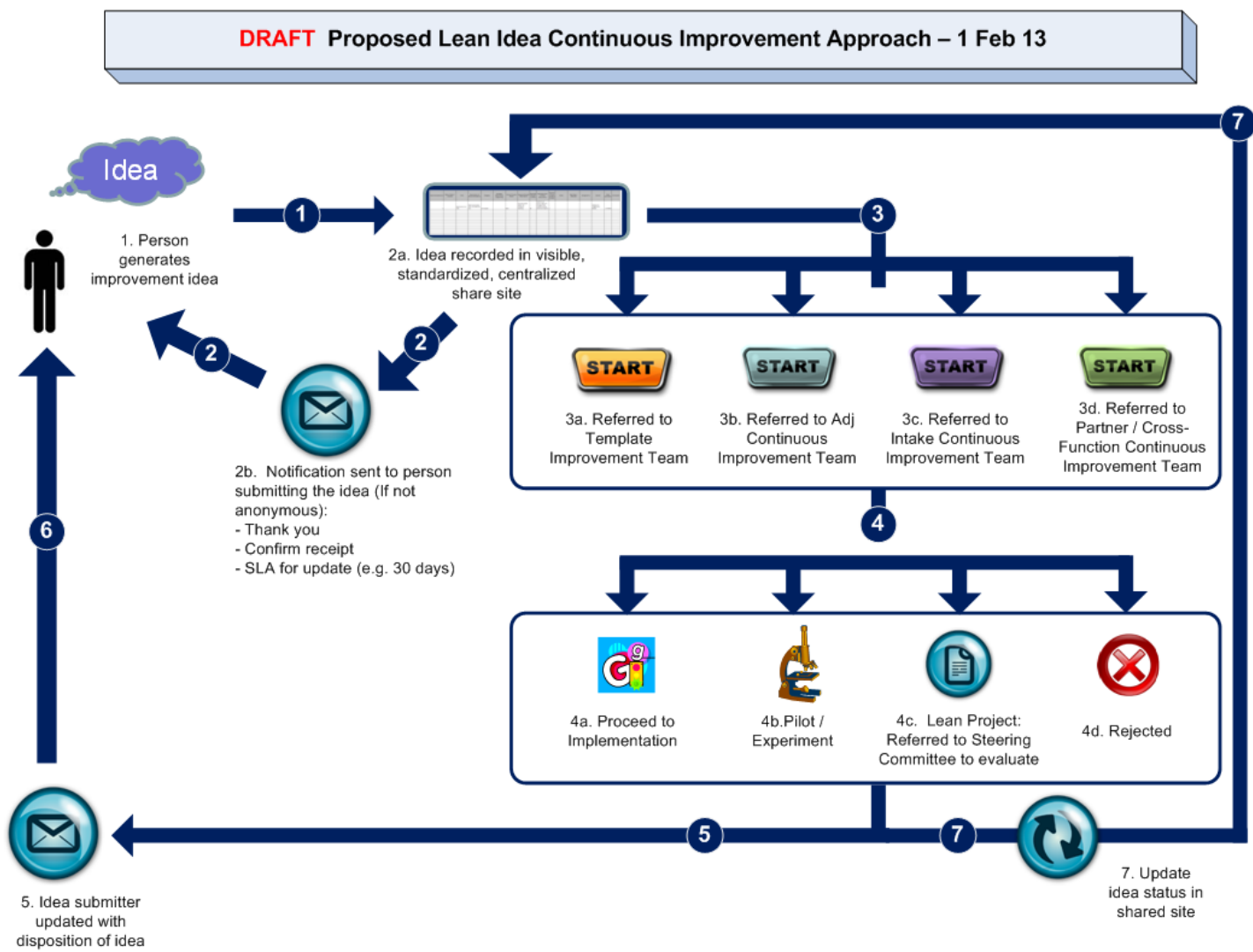
Root Cause – “Fishbone” Diagram



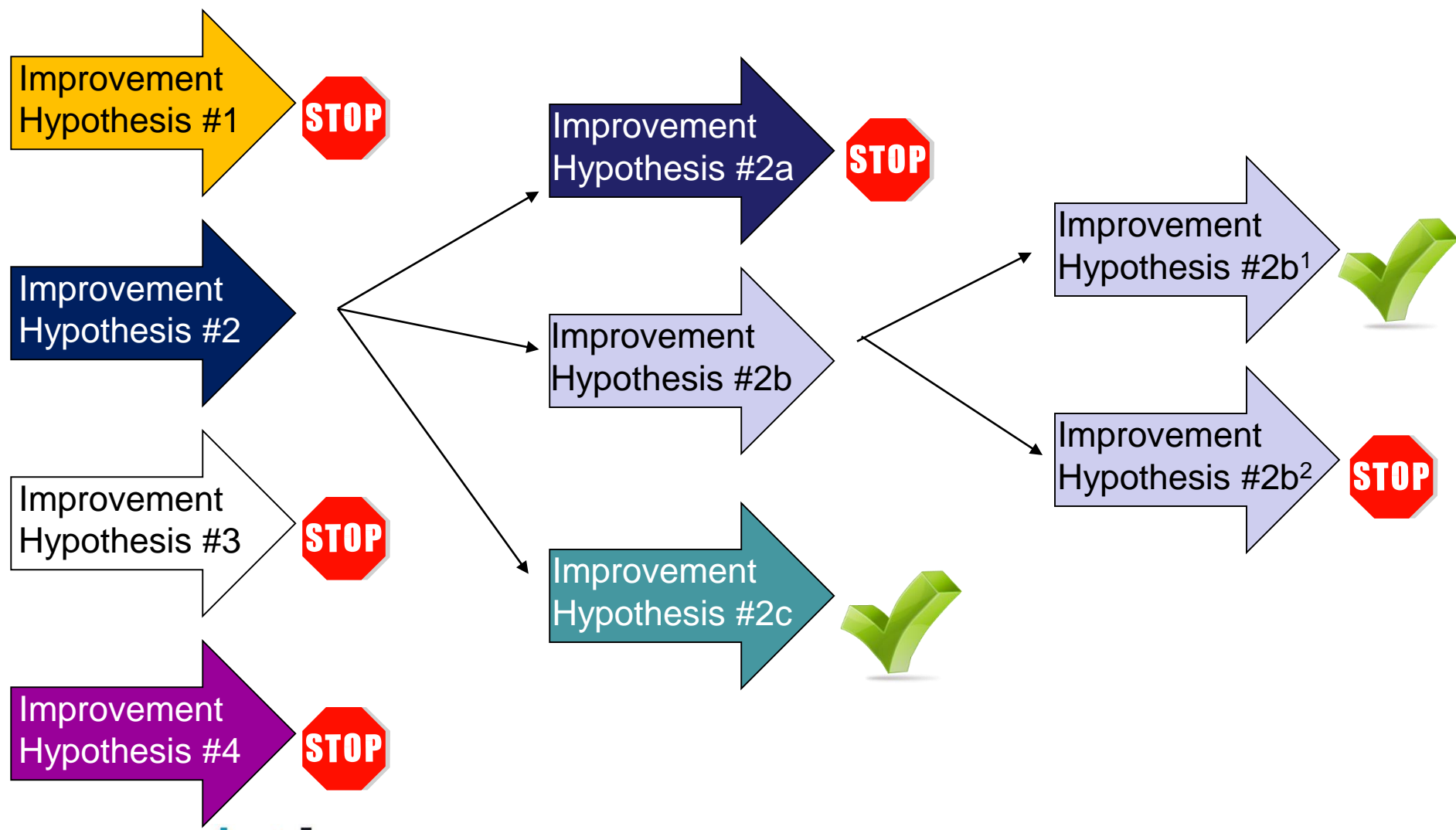
3 components to enduring Continuous Improvement



Staff ownership: Continuous improvement teams

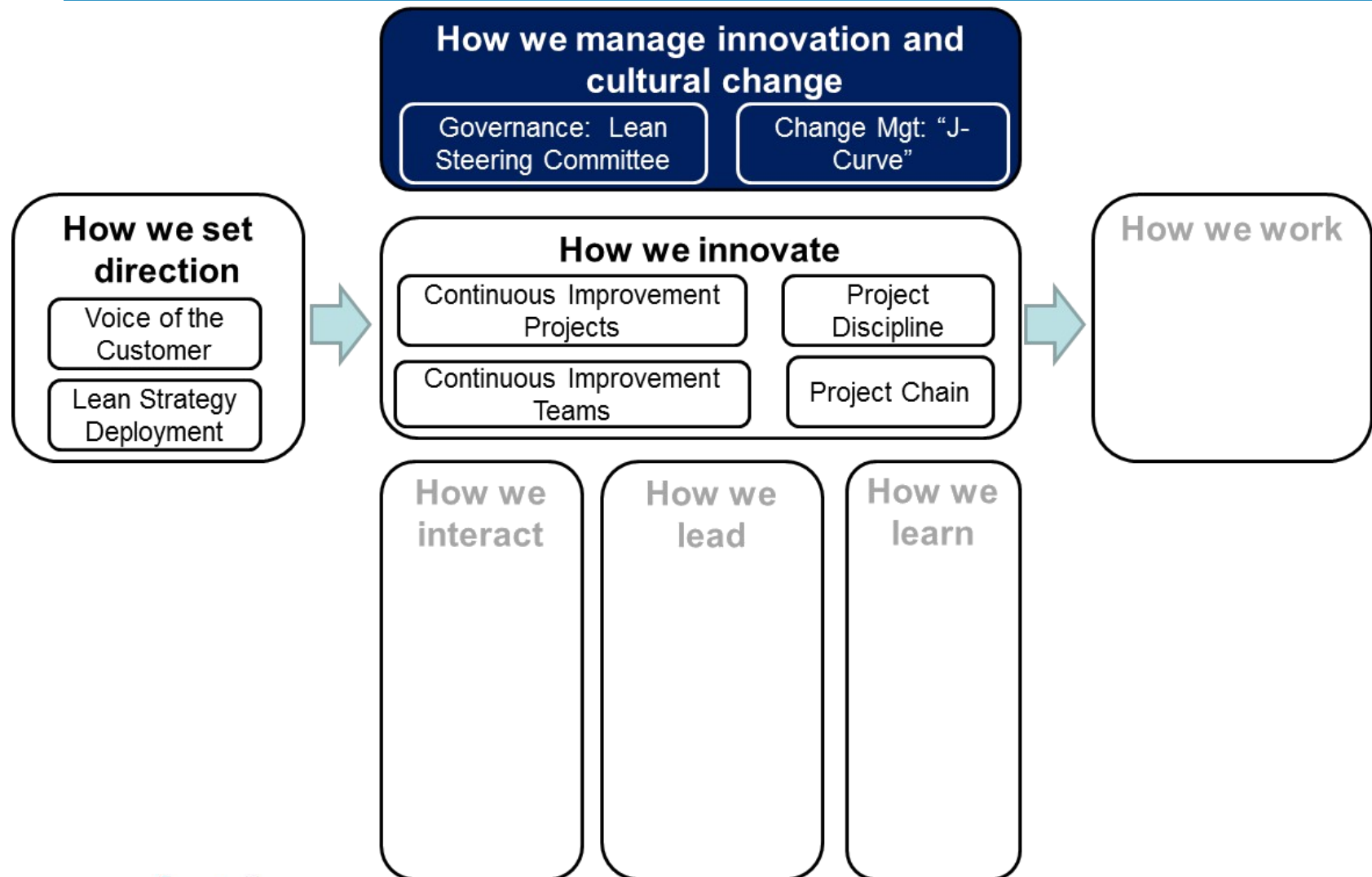


Project chains: Learning through Experimentation



A framework for Lean in state government

*What changes
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Everything!*



Driving accountability for results: Governance

Mission / Purpose

- Strategic planning and investment on aligned objectives
- Responsible resource allocation objective define in UI Claims C
- Measurement of resu improvement

Member

- Accountable improving C
- Help to dev
- Track and a recommend
- Serve as po Steering Co
- Track and r requirement
- Oversee a s planning, ex projects , w management
- Communica teams and
- Sponsor Le

UI & Claims

Next Meeting

8/7 (all)

- Steve Fac
- Pace went
- Concrete
- Lots of info
- 90 minutes

7/16 (all)

- Updates h
- defects //
- Action-pa
- Great mee
- this toget
- Visitors ap
- members

6/26 (nigh

- Having tea
- Receptive
- kept conw
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- Everyone
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Minute

8:30-10:00

Attended:

Guests: No

Item & Nature

Inform/Discuss/Decide

OPENING

- Decide: Cha
- draft agenda
- Inform: Rev
- front last met

Inform: Stee

Committee U

Inform: Port

Status Updat

OLD BUSINESS

- Inform: Update/Cher
- Slam Dunks

Discuss: Stat

on the pace

NEW BUSINESS

- Discuss: Cut
- project - replacement
- 45 day event, including
- process since then

UI & Claims Lean Steering Committee

AGENDA – Sept. 18, 2013

8:30-10:00, Perkins Conference Room, 4th floor, Maple Park

Call-in information: 360-407-3780; Pin code 307825#

Draft Agenda

Est. time	Item & Nature (Inform/Discuss/Decide)	Lead	Conditions for Success	Met? (Y/N)
OPENING				
10 min. (total)	Decide: Change/adopt draft agenda	Chair	Agree	
	Inform: Review +/- from last meeting	Facilitator	All ready to help this meeting work	
	Inform: Steering Committee Updates	All	Learn any critical updates	
	Inform: Portfolio Status Updates	Facilitator	Answer any questions	
OLD BUSINESS				
5 min.	Report on Upfront Issue Resolution Pilots	Steve A.	Clarity on next steps	
15 min.	Status of the Quality Review Project	Steve R.	Clarity on next steps	
15 min.	Update from the Defect Prevention Team	Steve R.	Clarity on next steps	
5 min.	Discuss: Status check on the pace of change	All	Honest discussion; clear next steps	
NEW BUSINESS				
5 min.	Structure of the new Office of Lean Transformation, and how it will be supporting UI (especially CC Ops)	Stew	Answer any questions	
15 min.	Readjustments of sponsorship for Lean teams, based on changes of leadership and closure of Seattle office	Susan	Clarity on next steps	
CLOSING				
10 min. (total)	Decide: Review needed follow-up to this meeting	Facilitator	Clarify who/what/by when	
	Discuss: Agenda items for next meeting	Chair	Input from Committee	
	Inform: Good of the Order	All	Additional updates (time permitting)	
	Discuss: Meeting Evaluation (+/-)	Facilitator	Honest exchange; ID Improvements	

Total estimated time: 22 min.

Available: 22 min.

Actually used:

Page 1 of 4

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- Lots of info
- 90 minutes

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Minute

8:30-10:00

Attended:

Guests: No

Item & Nature

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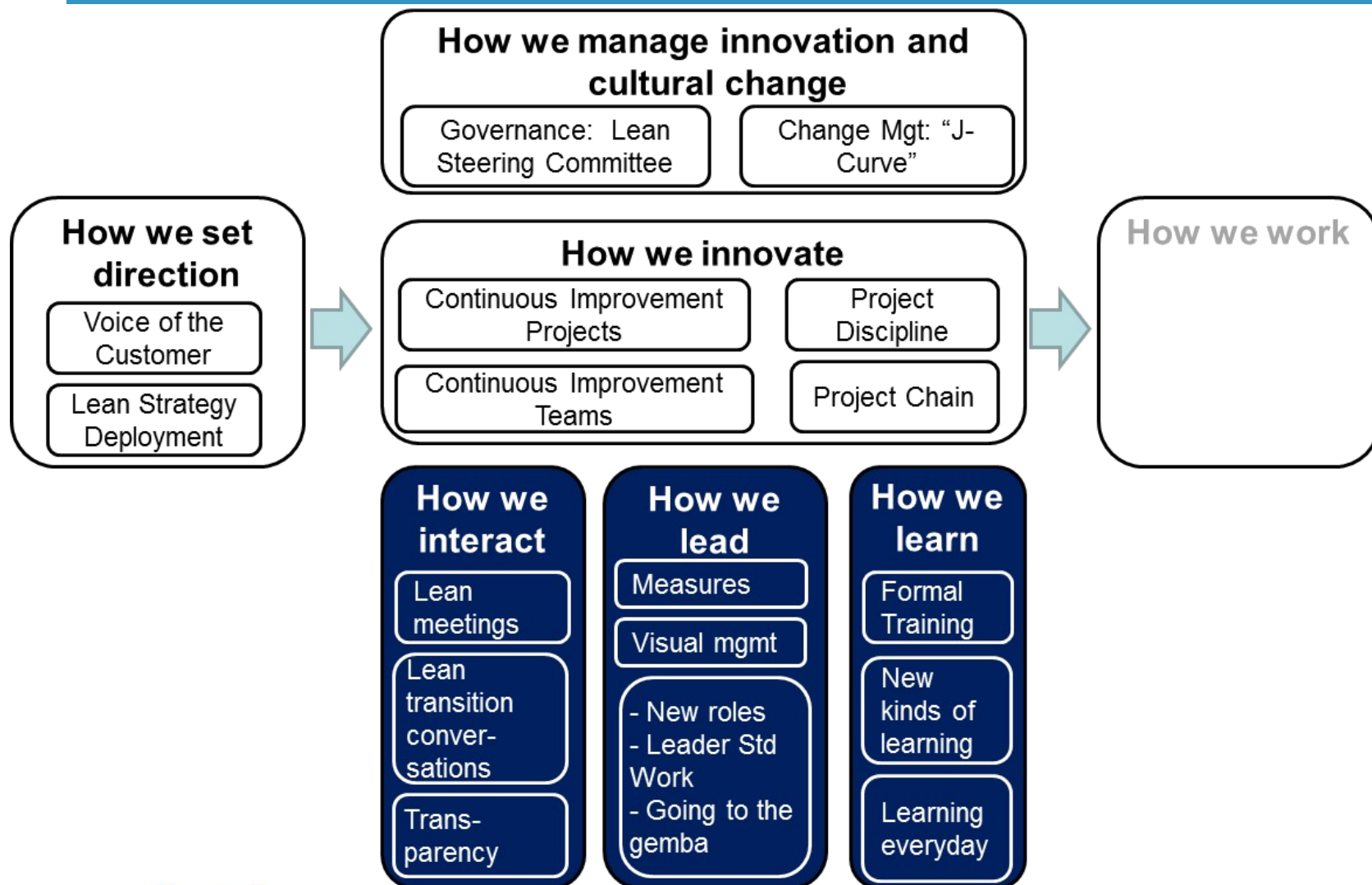
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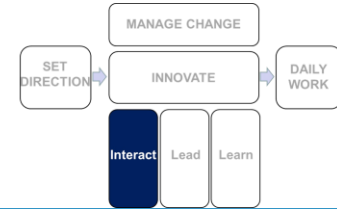
Minute

8

A framework for Lean in state government

*What changes
with Lean?
Everything!*





Leading “Lean” meetings

Meeting Filter & Prep

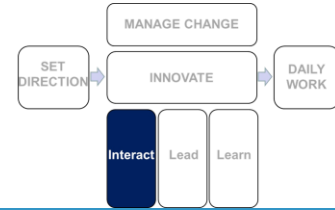
- Need to meet?
- What’s min amount of time needed?
- Huddles

Execute Meeting for Max Impact

- How will we know if meeting was successful?
- What is agenda?
 - ☐ Inform
 - ☐ Discuss
 - ☐ Decide
- Are we on track?

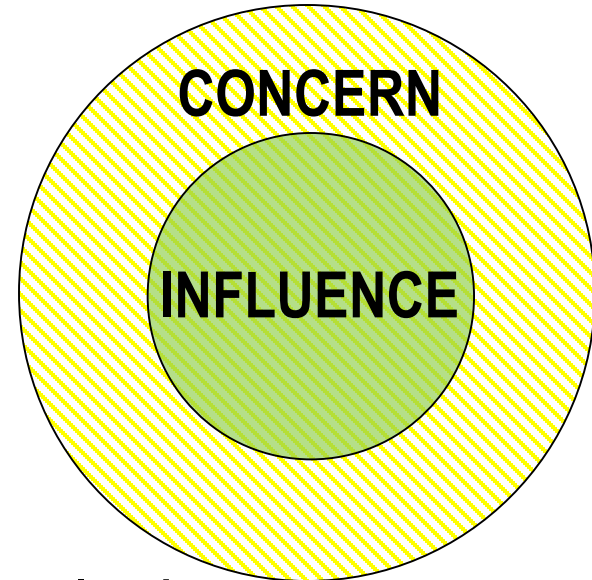
Follow-Up

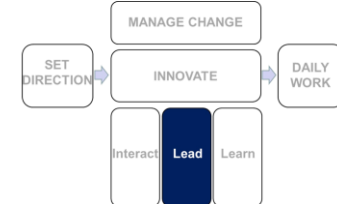
- How make future meetings better?
- How we hold each other accountable for meeting actions and decisions?



Leading the Lean transition conversation

- Moving from witnesses to leaders
- Having tough conversations
 - You can't pull this off without developing new skills
- Expanding tolerance for change and risk





Transparent measurement for accountability

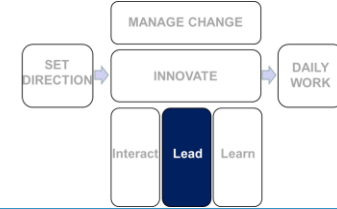
NON-PHONE WORK				FIRST PAY TIMELINESS GOAL 87%			
IMAGING DATE + TIME 9/6 10:00				WEEK 35			
Queue	Odd	Even		UC	780	790	990
Processing		172		UCFE	749	774	617
Exceptions		628		UCX	636	667	752
Undelivered		233			729	739	802
TIMELINESS				WEEK 35			
Processing				Total Calls:	6857	Avg/Hr:	519
Exceptions				Imaging			110K
INTERNETS DATE + TIME 9-26 @ 9:15				Internet			245
9-23 12	Total Worked			Issues			1953
9-24 36				Emails			407
9-25 182				Ads			223
9-26 13				Late Shift			
INTAKE ISSUES NON MON GOAL 80%				SUP Rosmary			
Timeliness	WK 37	66.67%		LEAD Emily			
Assigned	9/26	83					
Unassigned	9/26	1095					

Intake Challenge							
Lowest Number - Retained CCOs							
Team	14	15	16	17	18	19	20
First St	23	24	25	26	27	28	29
Quality Ln	57	58	59	60	61	62	63
Benefit Bl	55	56	57	58	59	60	61
Far Side	40	41	42	43	44	45	46
Main St	21	22	23	24	25	26	27
UI U-Turn	15	16	17	18	19	20	21
Weekly Tip for girls While Street is the only place where people take a Rite-Rite to get advice from those who ride the Subway. ~ Warren Buffett							
Think "Lean" Don't find fault, find a remedy! Nothing is particularly hard if you do it into small jobs - There are no truly big problems, just a lot of little problems. ~ Henry Ford Price is what you pay, value is what you get. ~ Warren Buffett							

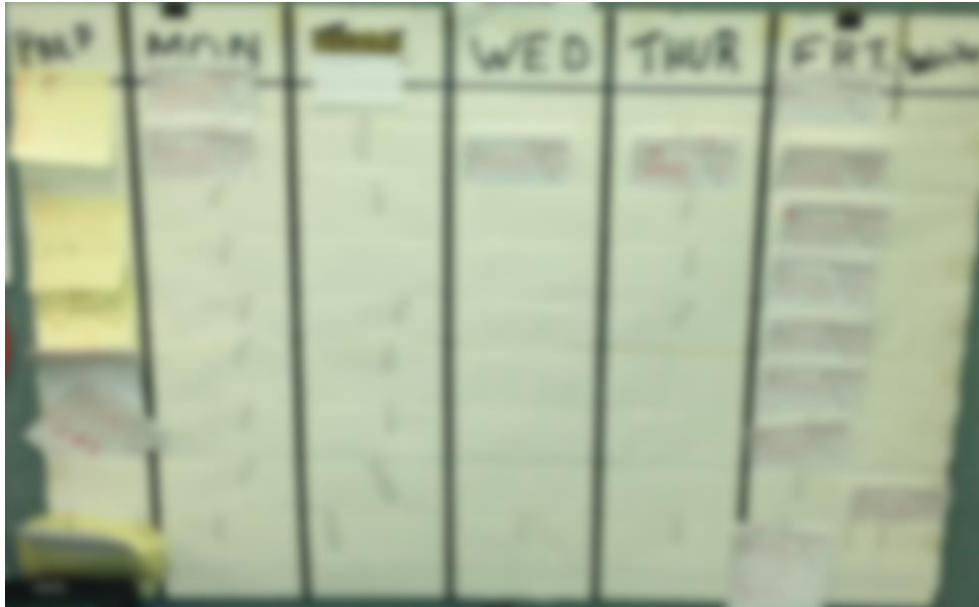
Decisions Written							MATT'S BACK-UP SUPERVISOR IS: Jessie						
							MONTHLY QUALITY CHECKS FOR: CHECK FOR EACH QUALITY CHECK COMPLETED: Sept 2013						
WEEK ENDING	M	T	W	TH	F	TOTAL	NAME	NUMBER NEEDED	WEEK 1	WEEK 2	WEEK 3	WEEK 4	WEEK 5
8-10	46	38	35	38	49	240	DANNI	5	✓	✓	✓	✓	✓
8-17	23	29	42	35	53	182	GARTH	5					
8-24	53	46	62	35	51	247	JIM	5					
8-31	56	51	59	49	65	280	LILIA	5					
9-7	X	47	66	29	52	194	RYNA	5	✓	✓	✓	✓	✓
9-14	60	59	46	22	47	234	STEPHEN	5	✓	✓	✓	✓	✓
9-21	48	46	46	47	48	235	SUNG	5					
9-28	57	53	60	62			TAMMY	5	✓	✓	✓	✓	✓
							AVELINA	5					
							VI	5					
							Amanda	5	✓	✓	✓	✓	✓
							Weekly Totals	27	25				

DECISIONS TO A CUSTOMER						
WEEKLY GOAL = (58 sessions per NJ) Goal: 3364						
Mon	Tues	Wed	Thur	Fri	Total	
228/672	314/672	200/672	221/672	1/672		
Quality Reviews						
Wkly Goal = 72						
	Mon	Tue	Wed	Thur	Fri	Total
Matt	3/5	0/5	0/4	1/5	1/5	1/24
Kammi	6/5	6/5	0/4	1/5	1/5	1/24
Margo	1/5	1/5	1/4	1/5	1/5	1/24
INTERNET CLAIMS TIMELINESS						
Goal = -2 or better						
Mon	Tue	Wed	Thur	Fri		

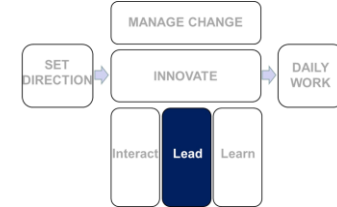
“Red is good!”



Visual management: Managing by exceptions



MC	401	Written	1	2	3
NAME	John Doe		WBD	9/05	
SSN	234-56-7890		IDD	8/16	
ER	ABC Trucking Svcs		APW	ICP	
<p>© 9/19/13 1:00 pm</p> <p>ⓔ 9/19/13 1:00 pm (8/11)</p> <p>○ Failed drug test LD 8/06 8/13-term letter</p>					



Going to the “Gemba”

“Go and See” Walks

- What is Gemba?
- The Gemba is the place where the work is done.

What Should I Look for at the Gemba?

- Overall appearance
 - Are things in order?
 - Is there any waste?
- Flow of customer value
 - Smooth? Consistent?
 - If this process is not working, what is really going on?
- Engagement of staff
 - Ideas for improvement
 - What works?
 - How do you know?
 - What determines success?

Gemba Questions

Get a feel for what is really happening. Your standard very high.

- ✓ What is *really* happening?
- ✓ How and why is this different from what you see on the screen?
- ✓ What disrupts the flow of value? What are the disruptions? Impact downstream?
- ✓ Do support factors (design, physical layout, technology) enable the flow of value?
- ✓ Where could mistakes happen? What keeps these from happening?
- ✓ Is there any backtracking? Workarounds?
- ✓ Is success celebrated?
- ✓ Are workers happy?

Remember the 8 “Deadly Wastes”

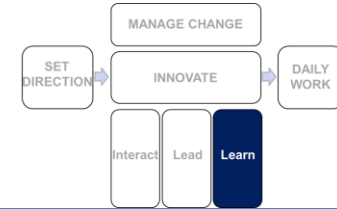
Look for “waste”

Gemba Homework

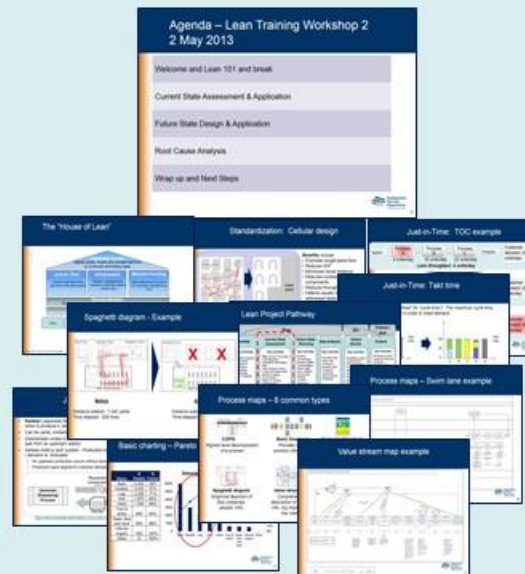
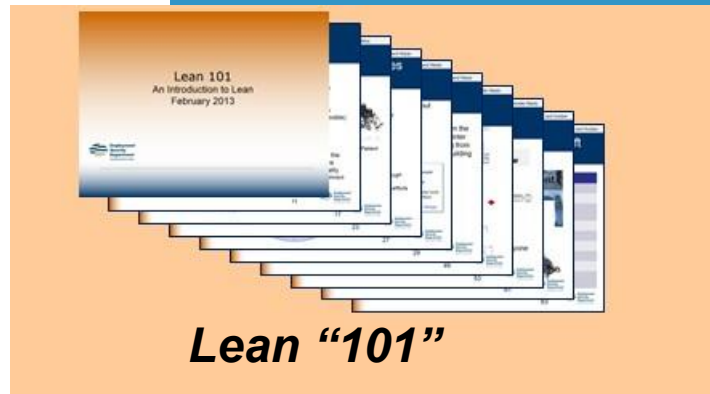
Informed by the Gemba Questions and 8 Deadly Wastes, dedicate at least one uninterrupted ½ day per week at the Gemba.

For each Gemba visit, reflect on the following:

- What parts of the exercise did you feel most comfortable doing?
- What parts made you feel uncomfortable?
- How did staff respond when you told them what you were doing?
- How will the insights you gained make you a better Lean leader?
- What was your biggest “aha”?
- What will you do differently next time?



Different forms of targeted Lean training



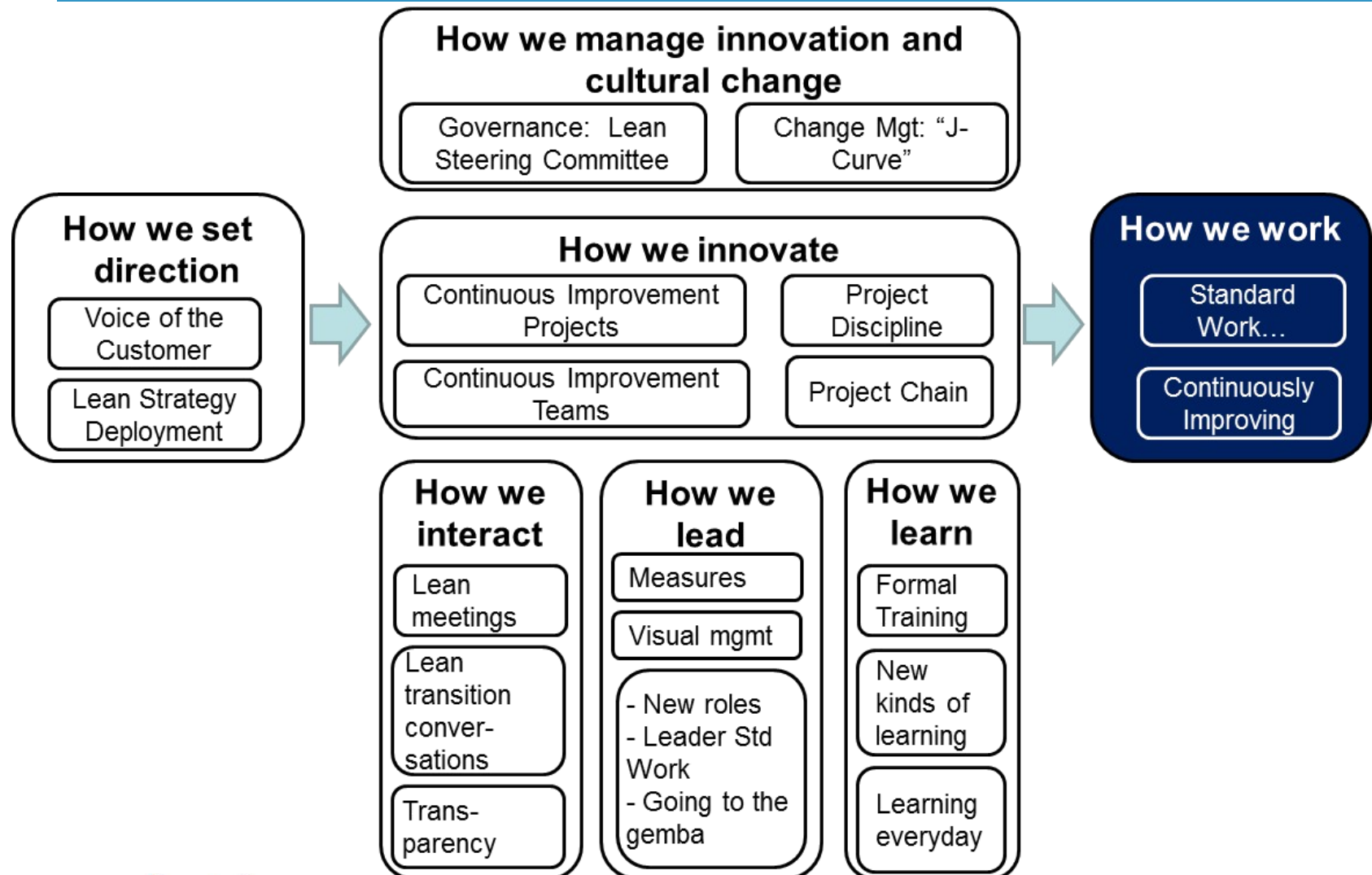
"Train the Trainer" Lean Workshops

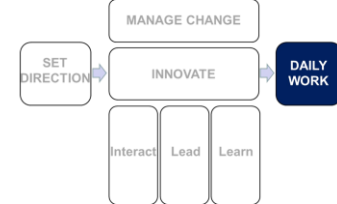
New Kinds of Learning

FROM	TO
<ul style="list-style-type: none">• Classroom learning	<ul style="list-style-type: none">• Experiential learning<ul style="list-style-type: none">○ Just gotta <u>DO</u> it!
<ul style="list-style-type: none">• Avoid mistakes<ul style="list-style-type: none">○ Hide mistakes	<ul style="list-style-type: none">• Embrace mistakes<ul style="list-style-type: none">○ Reveal them○ 100% focus on <u>LEARNING</u>
<ul style="list-style-type: none">• Consultant-centered change	<ul style="list-style-type: none">• Consultant as sensei
<ul style="list-style-type: none">• Change agents lead projects	<ul style="list-style-type: none">• Actual leaders lead projects
<ul style="list-style-type: none">• Learning on special occasions	<ul style="list-style-type: none">• Learning in every meeting<ul style="list-style-type: none">○ +/-Delta

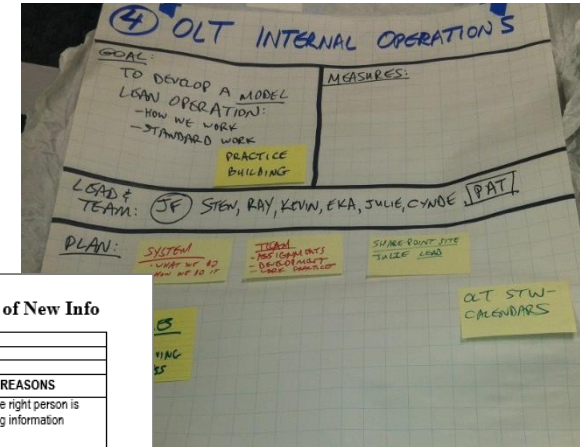
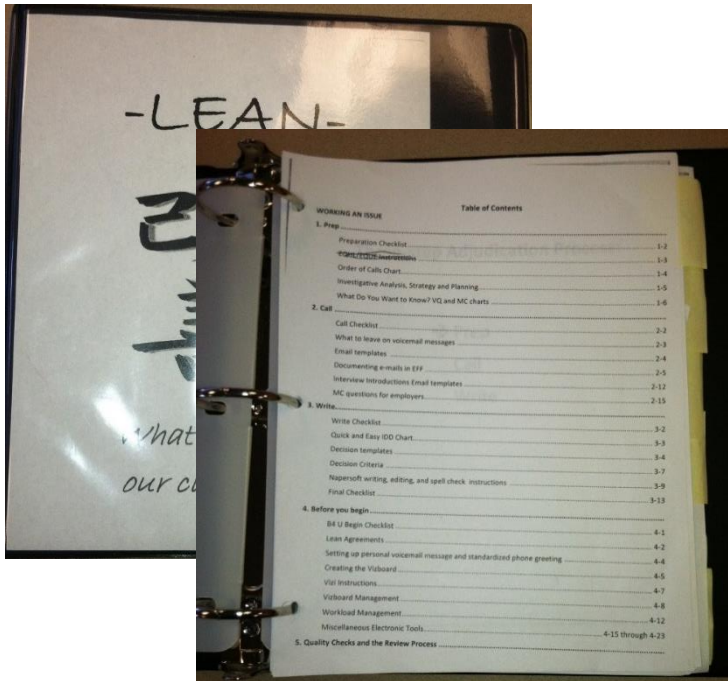
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A framework for Lean in state government





Standard work

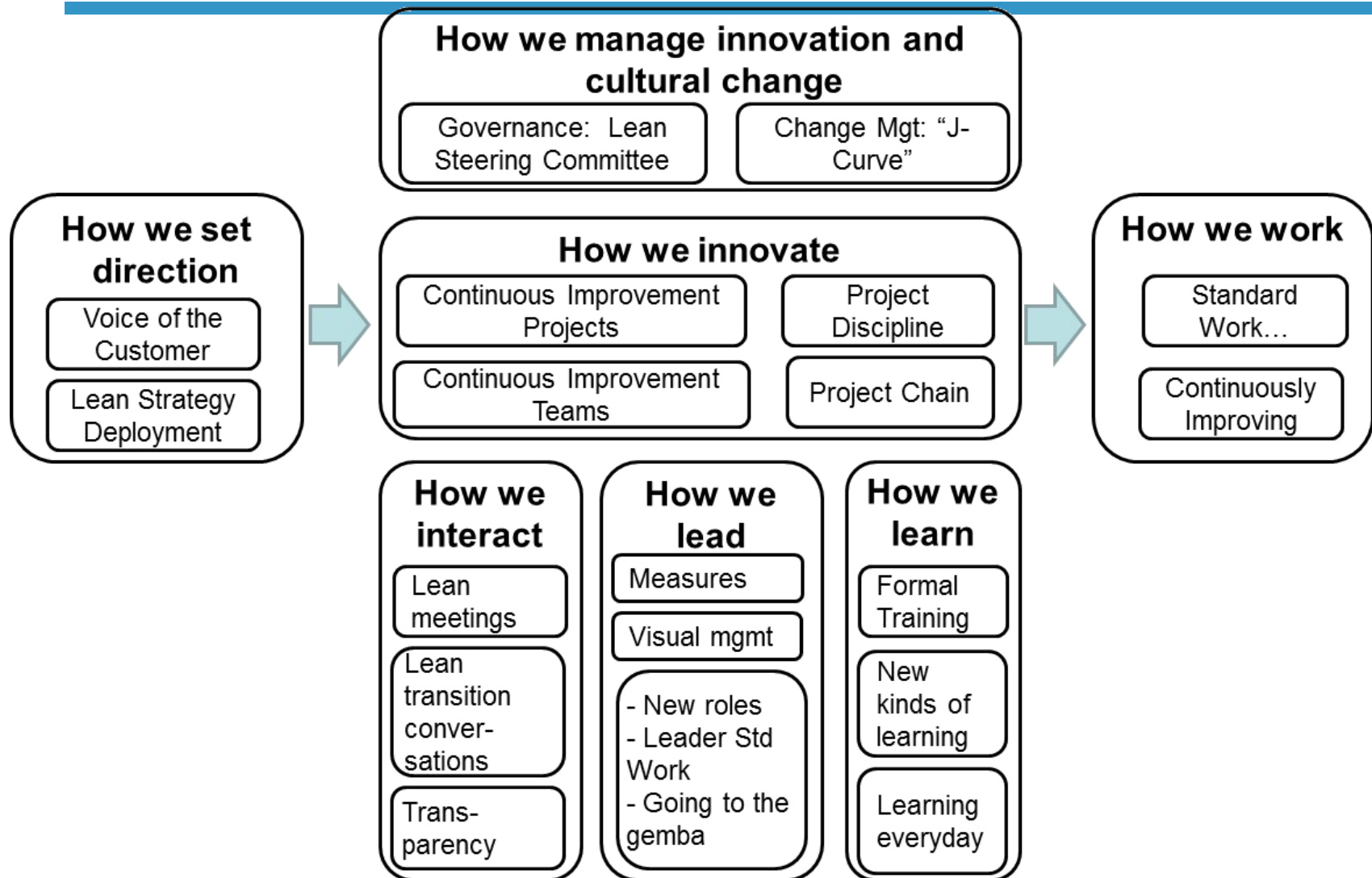


JOB BREAKDOWN SHEET – Dissemination of New Info		
Description: How to get new information out to everyone Tool: n/a Who: Recommend Supervisors/Leads with clear point people		
IMPORTANT STEPS	KEY POINTS	REASONS
*1. When Point person receives final document/agenda they will decide who presents and on what schedule	<ul style="list-style-type: none"> Presenters need to be knowledgeable about topic How quickly can this be ready to go? AND Is there room on the agenda 	Make sure right person is presenting information
*2. Schedule and conduct presenters training	<ul style="list-style-type: none"> Presenters need to understand document and be able to ask questions Target Tuesday 	Presenters are ready and on same page
3. Send out teaser and meeting agenda to all intended audience	<ul style="list-style-type: none"> Target Wednesday for Thursday and Friday meeting 	All intended audience in enterprise is reminded of meeting and ready to receive information
4. Presenters present at team meeting	<ul style="list-style-type: none"> Presenters focus on going through final document Answer questions and confirm understanding Presenters gather any additional confusing questions to be discussed later 	All intended audience in enterprise receives information at the same time
5. Send out follow up email with link to final document	<ul style="list-style-type: none"> By close of business Monday 	All intended audience in enterprise receives and have information to refer to at later date People who missed meeting get information
6. Gather feedback on how the process is working and make necessary improvement	<ul style="list-style-type: none"> Take survey next week to see if process is working. Supervisors/Leads responsible for continued improvement Have a quarterly review for first year 	Provide feedback on improvement

OLT Template – Version 1.0, 9-20-2013

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A framework for Lean in state government



Summary of results to date

Results realized to date:

- Huge savings in time & money (one project: \$250,000 annual savings)
- Cut WIP by ~50%
- Reduction of targeted defects (from 20% to <1%)
- Improved quality (e.g. Template Team)
- Employee involvement & morale
- Breakthroughs in collaboration
- #1: Unbelievable buy-in

What we've learned...

- “Go big or go home”
- Lack of preparation for managers
 - May require full self-motivation
- Tell the story. Tell it again. And again.
- Prepare to “fail forward”
- There is no “one path” to Lean
 1. Do the next right thing
 2. Learn
 3. Repeat

**"If you don't know where you are
going, you might wind up someplace
else."**

~ Yogi Berra

What's planned for Year 2...

- Continue to deepen Lean deployment in UI Claims organization
- Duplicate lessons learned to drive agency-wide Lean transformation
- Fully develop Agency Office of Lean Transformation team
- Develop Lean staff in the divisions
- Execute ESD 4-year A3 plan

THANK YOU!