



Washington State Government Results & Lessons Learned

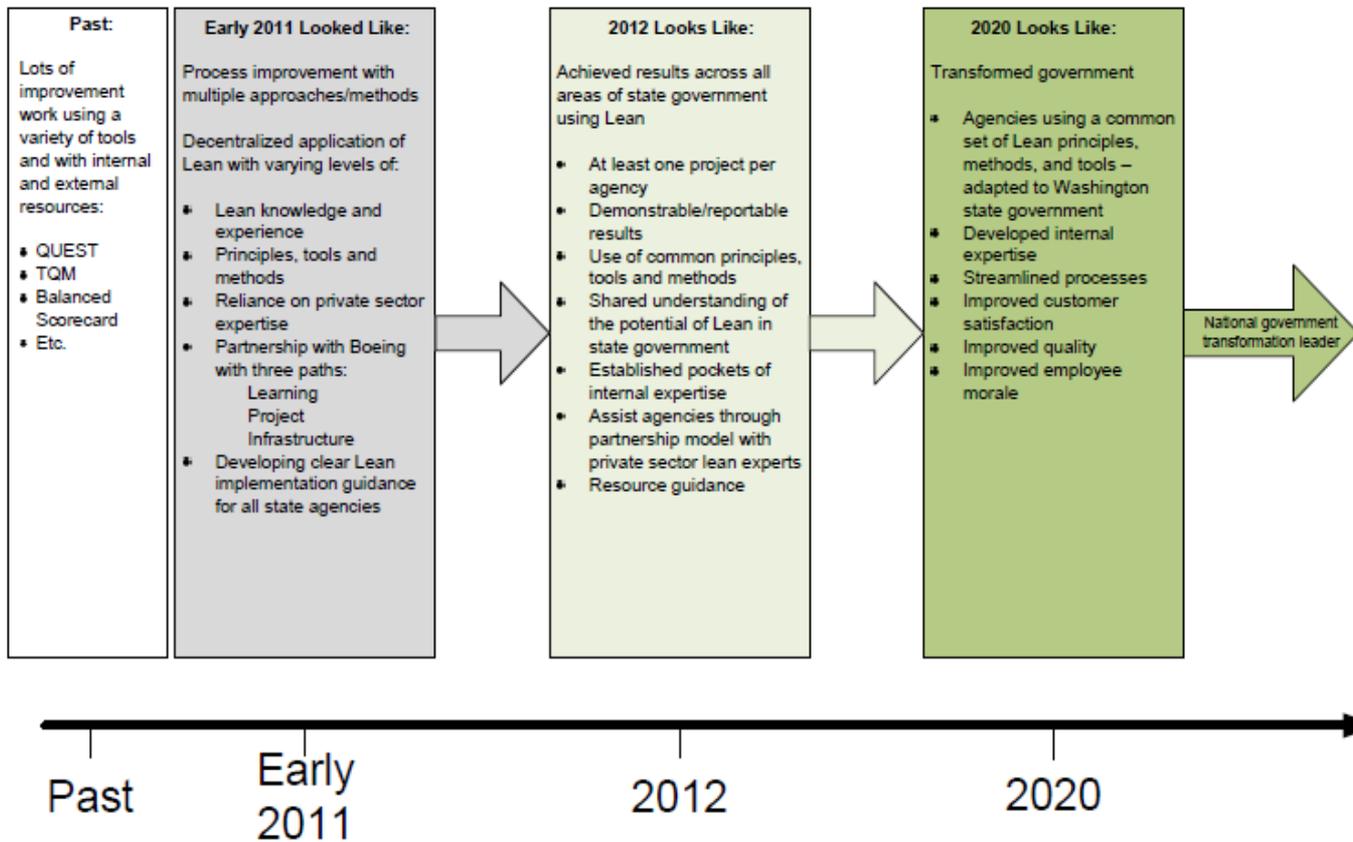
Wendy Korthuis-Smith, Director

Darrell Damron, Management Consultant

Accountability & Performance

Office of the Governor

Washington State's Lean Transformation Journey



Lean Transformation: EO 11-04

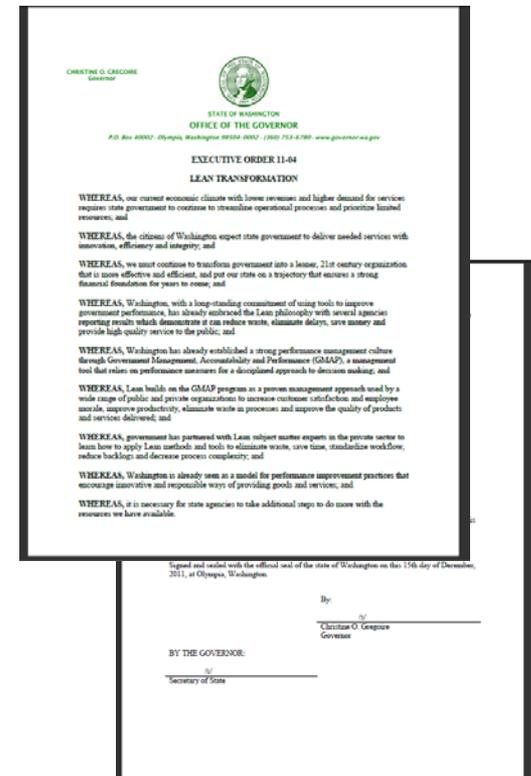
Initiated enterprise-wide approach

All Executive Cabinet agencies to begin implementing Lean by:

- Learn about Lean principles, concepts and tools
- Complete a Lean project
- Deploy efforts to build capacity
- Report Lean results and lessons learned

The Governor's Accountability and Performance staff to:

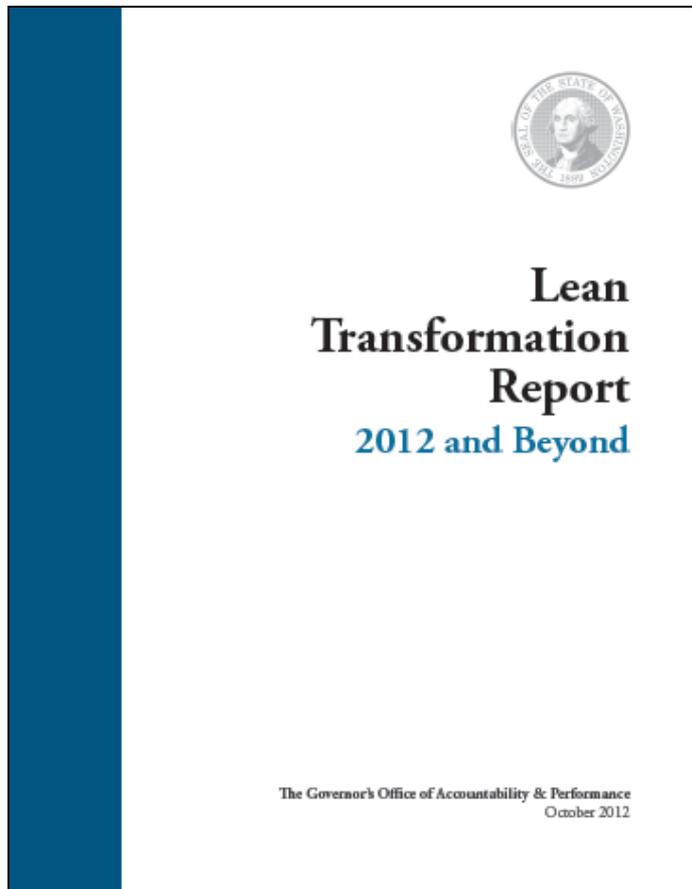
- Provide guidance
- Provide resource options
- Develop roadmap implementation
- Report progress and results



Our Private Sector Lean Expert Partners (so far)



The Lean Transformation Report



- Accomplishments to date
- Lessons Learned
- Recommendations & Next Steps
- <http://go.usa.gov/Yn6J>

Key Lean Learning Accomplishments



Category	Accomplishment
Employee Lean Training	Trained more than 6,400 employees on Lean thinking, tools and techniques
Leader Lean Training	Trained more than 1,600 leaders on Lean thinking, tools and techniques
Events Related to Lean	Conducted more than 700 events related to Lean
Lean Practitioner/Facilitator Training	Trained more than 180 Lean practitioner/facilitators
Event/Training Satisfaction Survey	Obtained an average satisfaction rating of 4.3 for all events evaluated (on a 1-5 scale where 1 was poor and 5 was excellent)

Accomplishments



- All Executive Cabinet agencies met EO requirement
- 95 Lean projects submitted by August 31 2012



Accomplishments (cont.)

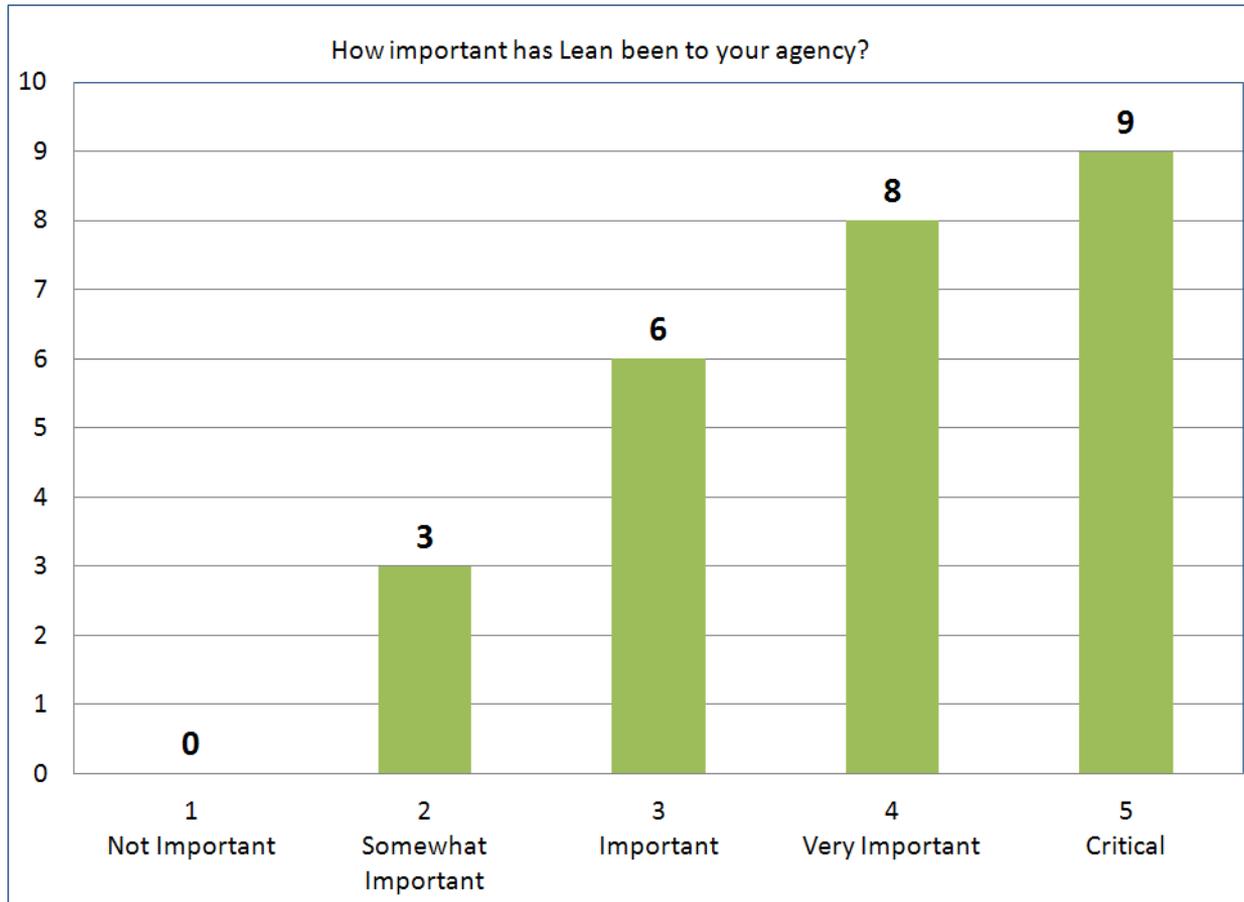


Agencies used Lean thinking, tools and techniques to:

- eliminate or dramatically reduce backlogs,
- reduce lead times and decrease the complexity of processes,
- improve the quality of applications and the consistency of reviews or inspections,
- allocate more staff time to "mission critical" work, and
- improve staff morale and process transparency.

Lessons Learned

Agency leaders reported on the importance of Lean

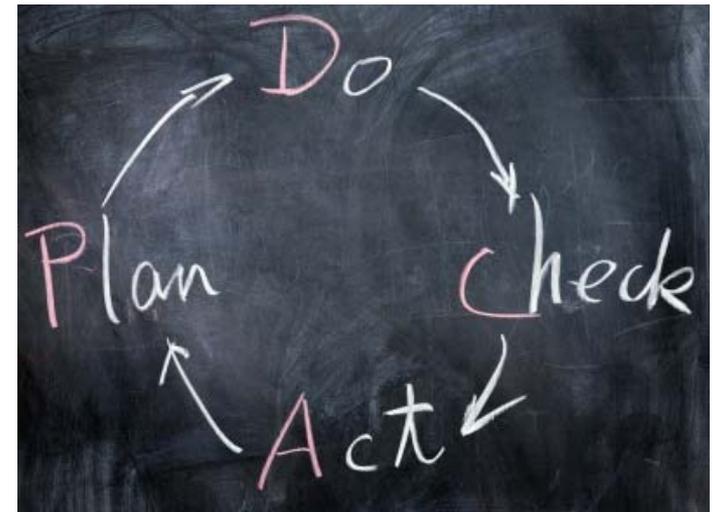


Lessons Learned



What worked well:

- Expertise with internal practitioners/facilitators
- Engaged leadership
- Employee engagement
- Training
- Communications
- Strategic alignment



Lessons Learned

What didn't work:

- Insufficient resources
- Limited time for full integration of Lean principles
- Need for clearer roles and responsibilities



Lessons Learned

What our private-sector partners say:

- Embrace a long-term view
- Develop a Lean management system
- Actively involve employees in training
- Deliver consistent Lean training just in time
- Develop a centralized cadre of Lean practitioners/consultants



Recommendations

- Champion a Lean leadership evolution
- Build capacity for Lean transformation
- Ensure strategic alignment of Lean efforts and resources within and among agencies



Recommendations (cont.)



- Foster cultural change to support a Lean transformation
- Increase communication to support Lean accountability, transparency and cultural change



Next Steps

- Develop a high-level roadmap for 2020;
- Prioritize the recommendations for focus during 2013;
- Develop performance measures and targets;
- Develop a 2013 tactical plan;



Next Steps (cont.)

- Assign leads to key activities;
- Determine a mechanism for reporting on recommendations; and
- Report Lean progress and results annually in October per Executive Order 11-04.





Gallery Walk

A Showcase of State Agency Improvements

What does the gallery showcase?

- 15 State Agencies
- Improved 32 Government Processes
- Lean Thinking, Tools & Techniques



Gallery Walk Instructions

- Go to 3rd Floor
- Ask Questions
- Share Ideas
- Make Connections

