Forging Lean Partnerships

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Impact Washington

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Impact Washington is a non-profit organization whose mission is to improve manufacturing performance in the state of Washington through a public private partnership offering consulting, educational and advocacy services in order to contribute to a healthy Washington economy.

In pursuit of our mission, Impact Washington supports governmental and educational institutions in their continuous improvement efforts which help to create an environment where manufacturing can thrive.
Partnerships

• MEP’s strength is in its partnerships. Rather than creating products, services, and programs from scratch, MEP works with partners to leverage resources and bring those resources to manufacturing clients.
Impact Washington Case Study

Regional Lean Training in Food Industry:
This grant fostered valuable and lasting collaborative efforts

• Four State Manufacturing Extension Partnership Centers
• The Northwest Food Processors Association
• Community Colleges
• Dream !t Do !t In Washington State
Project Outcomes

<table>
<thead>
<tr>
<th>Training Performance Outcomes</th>
<th>Promised Grant Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>Food Processing Companies Served</td>
<td>54</td>
</tr>
<tr>
<td>Employees Trained</td>
<td>3,241</td>
</tr>
<tr>
<td>Hispanic Limited English Proficient Employees trained</td>
<td>1,359</td>
</tr>
</tbody>
</table>

**Employee Outcomes**

- New Jobs Created: 92
- Employees Receiving Wage Increase: 657
- Hispanic Employees Receiving Wage Increase: 197
- Promotions: 162
- Hispanic Employee Promotions: 56

**Business Outcomes and Impacts**

31 of the 54 participating companies have documented per independent survey an aggregated $68,093,338.00 in economic impact to date:

**Aggregated Results for the 31 Companies:**

- Increased/Retained Sales: $40,130,000
WHEREAS, our current economic climate with lower revenues and higher demand for services requires state government to continue to streamline operational processes and prioritize limited resources; and

WHEREAS, the citizens of Washington expect state government to deliver needed services with innovation, efficiency and integrity; and

WHEREAS, it is necessary for state agencies to take additional steps to do more with the resources we have available.

Continued...
Input
Agency Lean Practitioner Candidate & Project Description

Lean 101
- Intro to WA Lean
- Overview of Lean Basics
1 day class

Lean 200
- VSM Facilitator
3 day class

Application 1
- Value Stream Selection
- Process Walk
- VSM Project Description
14 calendar days

Lean 102
- VSM
- SS
- Flow
1 day class

Lean 103
- Problem Solving
- Process Design
- Quality & Measures
- Product Development
- Leadership & Teams
1 day class

Lean 104
- Set-up Reduction
- Quick Changeover
- Pull/Kanban
- TPM
1 day class

Lean 105
- Tour of Lean Site
1 day

Application 2
- VSM Pre-Planning
- VSM Charter
- VSM Scheduling & Logistics
40 calendar days

Application 3
- VSM Workshop
- Report Out
5 day workshop

Application 4
- VSM Implementation & Follow-up
- Status Reporting
90 calendar days

Output
Improvement Results Reported to Governor's Office

Lean 301
- Presentation of VSM Results
- Lessons Learned
1 day session

Lean 302
- Prep for SME Bronze Certification Exam (LECP)
1 day class

Lean 303
- SME Bronze Level Exam (Certificate)
3 hour exam

Application 5
- 80 Hours of Learning
- 5 Practical Projects Applying Lean Principles and Tools
- Portfolio Reflection and Results
180 calendar days

Application 6
- Submit Experience Portfolio (Certification)
2 days effort

Key
- Impact WA
- Boeing
- Lean Expert Coach
- State Trainer Shadowing

Accountability and Performance, Office of the Governor 1/9/12
Forging Lean Partnerships

Accountability & Performance
Ensuring accountability by publicly measuring performance

GroupHealth
Well beyond medicine

TEAM MEDICINE

Seattle Children's Hospital - Research - Foundation
2012 Lean Practitioner Path

- Private Sector Partnership
- Training and Coaching
- 72 People
- 36 Projects
- 27 Executive Cabinet Agencies
Return on Investment

- As a public/private partnership, MEP delivers a high return on investment to taxpayers. For every one dollar of federal investment, the MEP generates around $30 in new sales growth. This translates into $3.6 billion in new sales annually. For every $2,067 of federal investment, MEP creates or retains one manufacturing job.