Washington State Government
Results & Lessons Learned

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Washington State’s Lean Transformation Journey

**Past**
- Lots of improvement work using a variety of tools and with internal and external resources:
  - QUEST
  - TQM
  - Balanced Scorecard
  - Etc.

**Early 2011 Looked Like:**
- Process improvement with multiple approaches/methods
- Decentralized application of Lean with varying levels of:
  - Lean knowledge and experience
  - Principles, tools and methods
  - Reliance on private sector expertise
  - Partnership with Boeing with three paths: Learning Project Infrastructure
  - Developing clear Lean implementation guidance for all state agencies

**2012 Looks Like:**
- Achieved results across all areas of state government using Lean:
  - At least one project per agency
  - Demonstrable/reportable results
  - Use of common principles, tools and methods
  - Shared understanding of the potential of Lean in state government
  - Established pockets of internal expertise
  - Assist agencies through partnership model with private sector lean experts
  - Resource guidance

**2020 Looks Like:**
- Transformed government:
  - Agencies using a common set of Lean principles, methods, and tools – adapted to Washington state government
  - Developed internal expertise
  - Streamlined processes
  - Improved customer satisfaction
  - Improved quality
  - Improved employee morale

National government transformation leader
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)

All images obtained from public websites
The Lean Transformation Report

• Accomplishments to date
• Lessons Learned
• Recommendations & Next Steps

• http://go.usa.gov/Yn6J
# Key Lean Learning Accomplishments

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

How important has Lean been to your agency?

<table>
<thead>
<tr>
<th>Importance Level</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Not Important</td>
<td>0</td>
</tr>
<tr>
<td>Somewhat Important</td>
<td>3</td>
</tr>
<tr>
<td>Important</td>
<td>6</td>
</tr>
<tr>
<td>Very Important</td>
<td>8</td>
</tr>
<tr>
<td>Critical</td>
<td>9</td>
</tr>
</tbody>
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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
• 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