



The Lean Academy Guide

Like most governments, cities and counties in Washington State are being asked to do more with less. They have slashed budgets, reduced staff, and eliminated programs – but still struggle with delivering required services using existing resources.

In a 2012 performance management needs assessment, 72 percent of city and county respondents told the Local Government Performance Center that they were unfamiliar or need help with successfully implementing process improvement techniques.

There are many process improvement methodologies that have been used in the private sector and are making their way to the public sector. Whatever the name – Lean, Six Sigma, Kaizen – the key tenets of any process improvement technique are to reduce variation, remove waste and manage constraints of any process. The successful end result is quick action that improves service delivery and reduces costs.

At no cost to your jurisdiction – other than your time and travel expenses - you and your team will receive Lean training and a facilitated Lean- Kaizen workshop at your jurisdiction. Additional coaching and learning activities follow the workshops.

This Academy is designed for organizations who are considering a process improvement methodology, whether in the “I’d like to know more” phase or the “let’s do it!” phase. The successful organization will be one that commits the time, energy and resources to the program activities. You get out of it what you put into it. Contact us today at:

Performance@sao.wa.gov



Business versus Government

	Business	Government
↑ Accountability	Investors	Taxpayers
	Board of Directors	Government board or Legislature
	CEO	County/City Manager or Governor
	Business Unit	Department or Division
	Products or Services	Products or Services

The components of the program

Introduction to Lean Workshop

If your organization has not participated in an Introduction to Lean workshop, we will provide an overview of Lean concepts, introduction to Lean tools, and some practice applying them. Participants will walk away with the knowledge, tools and confidence needed to identify process improvements and participate fully in Lean events, particularly those in office or government settings.

Who should attend

Up to 50 participants including, but not limited to, executive sponsors and those expected to participate in the Lean kaizen event.

Duration

Four hours

Pre-Kaizen Event Training

Learn the basics of Lean, and how to prepare and lead a successful Lean kaizen team

In this training, we will recap the basics of Lean and learn how to prepare for a successful Lean Kaizen event. There are several goals at this crucial first phase: understand the need for Lean, develop a vision for the kaizen event, develop a project plan, develop a communication plan, and build commitment for Lean principles. Most important is training on how to select appropriate Lean projects.

Specific topics will include:

1. Create a scope and project plan for the Lean kaizen event, which includes: clear vision for event, timeline, deliverables, desired outcomes, boundaries, metrics, and a few potential processes/value streams to target during the event.
2. Identify champions and sponsors for the event -These are the leaders who will participate in the Kaizen event and generate enthusiasm, ensure that attendees have the necessary time off, communicate direction, help follow through on process improvements and decisions made during the event and more.
3. Select event participants - We will help develop selection criteria and guidelines.
4. Assess readiness – We will discuss the driving forces and barriers to implementing improvements and general support for Lean activities. We will help determine what data needs to be collected before the kaizen event.
5. Communicate the vision, event plan, and realistic expectations for the kaizen event – We will discuss relevant strategies and methods to accomplish this and will develop a tailored communication plan.

Who should attend

High performers who are respected by their peers and excited about creating a better place to work. Leadership and project management skills required.

Duration

One day

Local Government Performance Center

Lean Kaizen Workshop

Discover and implement breakthrough improvements in the way work is done

In this five-day workshop, participants will use Lean methodology to root out waste, improve quality, and improve morale. The goal of this workshop is to discover ways to do more with less: increase productive capacity. The workshop team is guided to exploit improvement opportunities that (a) are low- or no-cost and (b) can be implemented immediately.

Typical deliverables:

- Increased capacity
- Improved quality
- Process map of the new process
- Implementation plan
- Communication plan
- Standard work

Who should attend

The leader who holds budget authority over the process being improved (this is a sponsorship role - does not require full-time participation)

The Lean team leader

Subject-matter experts familiar with the process being analyzed and mapped

People who actually do the work

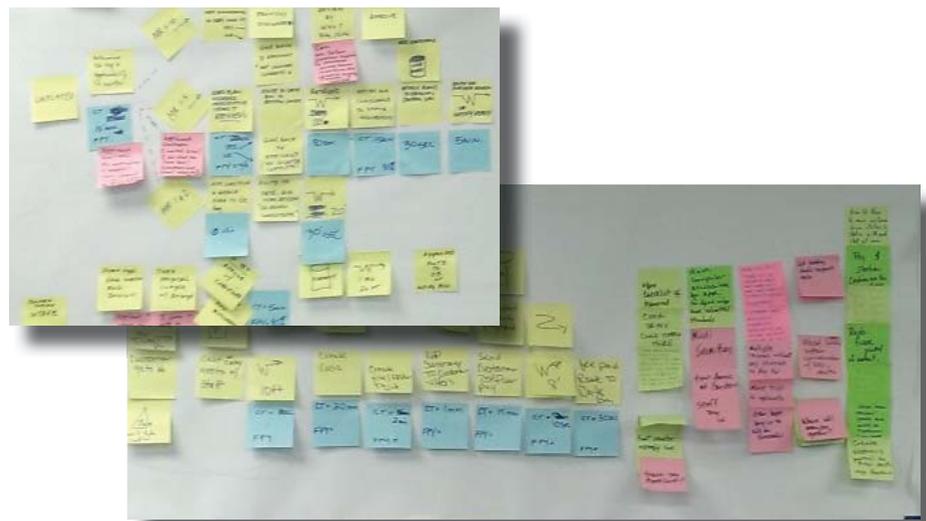
Duration

Five days

Post-Kaizen Coaching

Personal Lean Coaching via telephone

The cohort of Lean team leaders will receive three two-hour sessions of Lean coaching at one-month intervals at approximately 30, 60 and 90 days after completion of the kaizen.



How to select a Kaizen workshop 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)
- Not enough capacity to launch a new product or service

Looking at the process list, consider these questions for each potential project:

- 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, re-direct resources, or free up capacity?
- Will the improvement benefit customers?
- Will the improvement benefit employees?
- Does it align with your strategic plan?
- Will you see results immediately? Within a year?

If you are just starting your Lean journey, consider saving these projects on your list for when you have more Lean experience:

- Dependent on other risky projects
- Too broad – a process that involves multiple external organizations
- Too narrow – a process that involves only one person
- Managers over the process are unwilling to change or improve
- Politically sensitive
- Requires a large financial investment