

**8.70 Lean enterprise and change management office.**

1. For purposes of [this section](#):

a. “*Change management*” means the application of a structured approach to the transition of an organization and its workforce from a current state to a future state to achieve expected benefits. “*Change management*” includes preparing and supporting employees, establishing the necessary steps for change, and monitoring activities to ensure successful implementation.

b. “*Lean*” means a business-oriented system for organizing and managing product development, operations, suppliers, and customer relations to create precise customer value, expressed as providing goods and services with higher quality and fewer defects and errors, with less human effort, less space, less capital, and less time than more traditional systems.

2. The office of lean enterprise and change management is established in the department of management. The function of the office is to ensure implementation of lean tools and change management as components of a performance management system for all executive branch agencies. Staffing for the office shall be provided by an administrator appointed by the director of the department of management.

3. The duties of the office may include the following:

a. Create a standardized approach to change that achieves expected benefits and organizational goals.

b. Create strategic and tactical approaches for lean implementation, including integration into state governance and operational systems.

c. Lead and develop state government’s capacity to implement lean and change management tools and structures, including design and development of instructional materials as needed with the goal of integrating continuous improvement and change management into the organizational culture.

d. (1) Create demand for lean and change management tools and initiatives in departments and establishments.

(2) Communicate with agency directors, boards, commissions, and senior management to create interest and organizational will to implement lean and change management tools and enterprises to improve agency results.

(3) Provide direction and advice to department heads and senior management to plan and implement departmental lean and change management programs.

(4) Direct and review plans for leadership and assist with identifying and selecting process improvement projects of key importance to agency goals, programs, and missions.

e. Continuously evaluate organizational performance in meeting objectives, identify and structure the direction that change management and lean implementation should take to provide greatest effectiveness, and justify critical and far-reaching changes.

f. (1) Lead the collection and reporting of data and learning related to lean and change management accomplishments.

(2) Widely disseminate lean and change management results and learning with Iowans, stakeholders, and other members of the public to demonstrate the benefits and return on investment.

g. (1) Evaluate the effect of unforeseen developments on plans and programs and present to agency directors, boards, commissions, and senior management suggested changes in overall direction.

(2) Provide input related to proposals regarding new or revised legislation, regulations, and related changes which have a direct impact over the implementation.

h. Lead the development of alliances and partnerships with the business community, associations, consultants, and other stakeholders to enhance external support and advance the implementation of lean and change management tools and enterprises in state government.

i. Lead relations with the general assembly and staff to build support for and understanding of lean and change management work in state government.

[2009 Acts, ch 13, §1](#); [2024 Acts, ch 1185, §43](#)