



Iowa's Lean Journey

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What is Lean?

- Lean
 - Lean is a collection of principles and tools that improve the speed of any process by eliminating waste.
 - Waste is most prevalent in information flows
- “Common sense uncommonly applied”
 - Tools include Kaizen, Value Stream Mapping, Design for Lean Sigma and 5S



Lean Tools

Value Stream Mapping

- High-level process map used to identify the flow of both documents and information involved in delivering a desired service, or outcome (a “value stream”) that is valued by customers
- Helps you see not only waste but the source of the waste

Kaizen

- Highly focused, action-oriented, 2- 5 day event
- Empowered team takes immediate action to improve a specific process
- New process designed that week
- Focus on continuous improvement

Design for Lean Six Sigma

- Methodology to create a new service, product or process
- Applicable to any high-value project that needs a significant amount of new design
- Strong emphasis on capturing and understanding the customer and organization needs

5S

- A process and method for creating and maintaining an organized, clean, high-performance workplace
- Addresses wasteful practices of any sort



The Beginning: 2003

- Environmental agency approached by the Iowa Coalition for Innovation & Growth
 - ***Hot Team on Business Development***
Processes: *Improve key business development processes that are viewed as barriers to a business's ability to develop and/or grow in Iowa*
- Public-private partnership proposed



HOT Team / DNR Partnership

- Air Quality New Source Construction Permits event – June 2003
 - Lead time reduced from 62 days to 12 days
 - 600 application backlog eliminated in 6 months
- Within six months, begin to see culture change
- Successful, sustainable approach for DNR

Asked for further commitment from DNR
& private sector



What Did We Learn?

- We could improve customer service without sacrificing the environment
- We could sustain the gains and continue to improve: Lead time down to **six** days within six months
- Change could occur in one week - unheard of speed in government



2004 Partnership Grew

- Pella Corp ➤ Dept of Natural Resources
- Rockwell Collins ➤ Dept of Economic Development
- Alliant Energy ➤ Workforce Development

- DNR shared resources with other state agencies

Resource sharing expanded Lean efforts



Enterprise-wide Commitment

- **2005:** Dept of Management takes the lead to reach across the Executive Branch
- **2006:** Legislative support provided
 - 1 FTE for the Dept of Management
“Office of Lean Enterprise”
- **2007:** Transition to new administration

Beginning of permanent resource



Lean Government Collaborative

- **2008:** Transitioned leadership from HOT Team to government
- Expanded agency & company membership

Dept of Management

Dept of Natural Resources

Iowa Veterans Home

Iowa Workforce Development

Department of Human Services

Dept of Economic Development

Iowa Business Council

Pella Corporation

Rockwell Collins

Alliant Energy

Wells Fargo

EDS

Deere & Company

**Association of Business
& Industry**



Lean in the Law

- 2009: Senate File 98
 - An act establishing a Lean Enterprise Office within the Department of Management
 - The function of the office is to ensure implementation of lean tools and enterprises as a component of a performance management system for all executive branch agencies.
 - Signed by the Governor on March 19th



Five Years on the Lean Journey

- Over 110 Lean events completed
- 25 sponsoring agencies
- Four lead agencies developing internal capacity to support and lead events
- Full-time facilitator within the Department of Management



What Haven't We Tried?

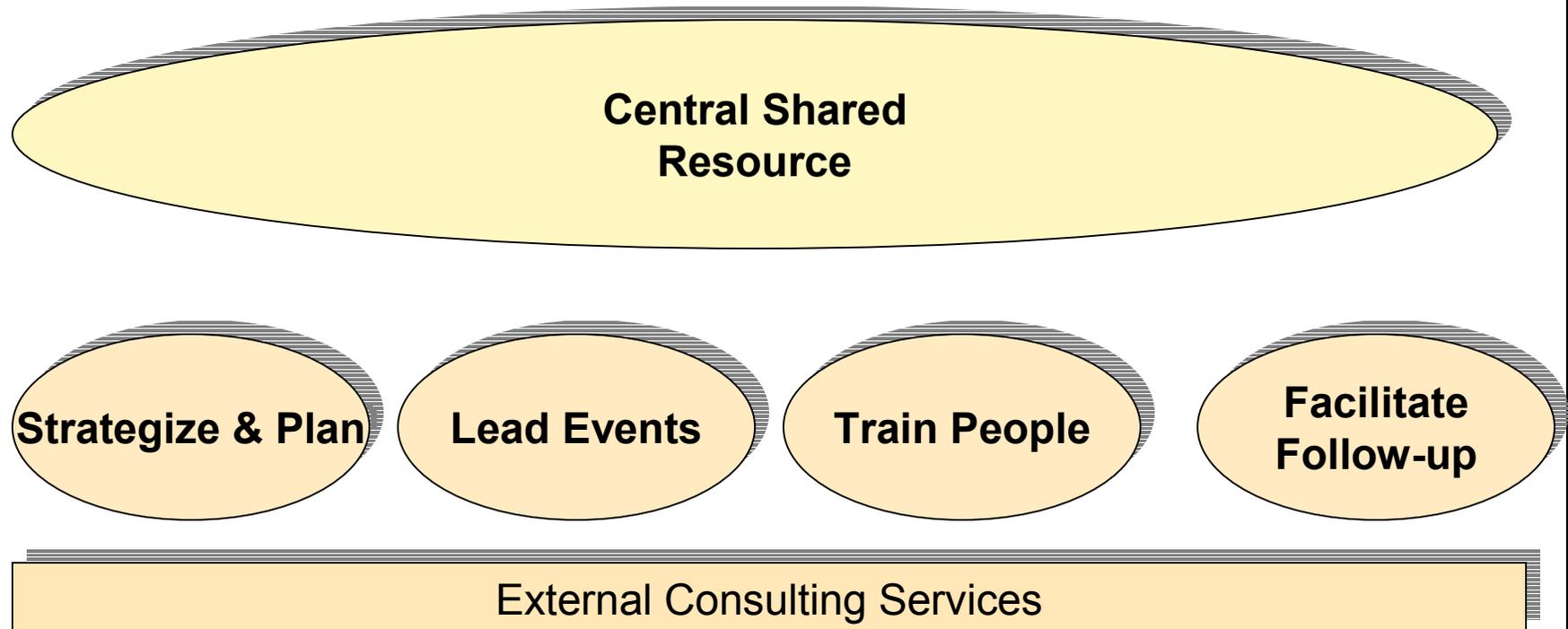
- Environmental permits / Air Quality / Wastewater / Floodplains / Landfills / Manure management
- Corrections - Offender Re-entry / Procurement
- Public Safety - Criminal Intelligence / Private Investigators
- Board of Medical Examiners Investigatory process
- Veterans Home Admissions / Medical Appointments / Medication Administration / Pharmacy
- Unemployment Insurance monetary determinations
- Health facility and Fire Safety inspections
- Child Abuse Appeals / Foster Child placement across state lines
- Museum collection management
- Community Empowerment

What Does It Take?

- Lean is simple but it is not easy
- Successful process improvement requires organizational commitment over the long term
- All levels of management need to be visual, support the work being done, be an active part of the process and use Lean in their daily work
- Communication – Proactive - Frequent
- External stakeholders at the table
- Follow-up to sustain the gains



Sustainability



- Over time leaders develop within the organization
- Central resource ensures program purity and brings outside perspective
- Consultants continue to provide additional perspective and push

Making Lean the Way We Work

- Culture change
- Training Plan for Facilitators & Team Leaders
- Add Lean to Supervisory Development Core Training
- Expand Into Every Department
- Facilitators In 8 -10 Departments
- Private Partners Role – Mentoring Only



2010

■ Iowa Partners in Efficiency Award

- Annual award ceremony recognizing public sector employees that significantly and measurably increase productivity and promote innovation to improve the delivery of public services and save money for Iowa taxpayers and businesses.
- Sponsored by the Lean Government Collaborative and the Iowa Business Council
- 1st Award January 2010 at the Iowa Business Council Annual Partnership Meeting



2010 and Beyond

- Iowa Lean Consortium
 - Executive-level resource and advocate for the multi-disciplinary implementation of Lean
 - Bringing together business, healthcare, government, education
 - Defined through a Design for Lean Sigma event





QUESTIONS?

Office of Lean Enterprise
<http://lean.iowa.gov>