


Lean in Government

OPPIA Lunch & Learn Handout

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Performance Measurement



What outcomes do we want to achieve?

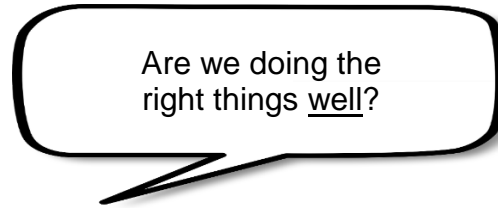


Performance Measurement is Constructing

What activities can we undertake that will lead to these outcomes?

Should we even be delivering this service?

Lean



What problems are we trying to solve?



Lean is Deconstructing

How can we eliminate as much waste as possible?

Assumes the service can be improved. Doesn't question if it's the right service.

Parallels Between Business and Government



↑
Accountability

Investors
Board of Directors
CEO
Business Unit
Products or Services



Taxpayers
Government Board or Legislature
County Manager or State Governor
Dept. or Division or Agency
Products or Services

Learn More to Get Started

Individual Learning

For books and articles: If you're a State employee, go to the Oregon State Library at <http://library.state.or.us/> to access electronic or printed books and articles. County and City employees should contact their public library to get access to electronic articles and e-books. The public library can also borrow copies of printed books on your behalf from other libraries.

American Society for Quality – Government Division
<http://asq.org/gov/>

The mission of ASQ's Government Division is to develop and support quality and performance improvement champions in government. They offer webinars and have a collection of Web resources and other materials. Some materials are available only to members.

Cranfield University, School of Management, United Kingdom. *How to Sustain Lean Initiatives in the Public Sector*. [Video] Published on YouTube November 28, 2011. 5:20 in length. Available at: <https://bit.ly/32rPrtW>

Guest Speaker Professor Zoe Radnor, Chair of Operations Management at Cardiff Business School in the UK, discusses going beyond the “low-hanging fruit” to incorporating customer input and the customer experience into public sector operations.

Government Finance Officers Association – Lean Finance Resource Center
<https://www.gfoa.org/lean-finance-resource-center>

Nice collection of articles from their special all-Lean issue of *Government Finance Review* (June 2013) as well as research and case studies. To access the June 2013 issue, go to: https://www.gfoa.org/sites/default/files/GFR_june2013.pdf

Kavanagh, Shayne, Cole, Jeff and Kenworthy, Harry. *A Guide to Starting the Lean Journey*. Chicago, IL: Government Finance Officers Association, 2014. (38 pp.) Available at: <https://www.gfoa.org/guide-starting-lean-journey>

An excellent guide on steps to help your organization get started on its Lean journey. It assumes the reader has some basic knowledge of Lean.

Kavanagh, Shayne and Krings, David. “The 8 Sources of Waste and How to Eliminate Them: Improving Performance with Lean Management Techniques,” *Government Finance Review*, December 2011, pp. 18-24. Available at: <https://www.gfoa.org/lean-finance-resource-center> under “Research.”

A nice overview of the eight types of waste using the process improvement work of the City of Bloomington, IL for illustration. Looking for sources of waste in a process is a key step in a Lean event.

Kavanagh, Shayne. *Less Time, Lower Cost, and Greater Quality: Making Government Work Better with Lean Process Improvement*, Chicago, IL: Government Finance Officers Association, 2010. (32 pp.) Available at: <https://www.gfoa.org/sites/default/files/GFOALeanWhitePaper.pdf>

Highlights local government experiences with Lean, planning and executing a Lean event and suggestions for diffusing Lean thinking in the organization.

McKinsey Center for Government. *Transforming Government Performance Through Lean Management*, McKinsey & Company, 2012. 16 pp. Available at: <https://mck.co/37FQfhV>

This short white-paper discusses the role of managers in building the management systems and capabilities to sustain new ways of working, how change agents can help the organization move from pilot to rollout, and the phases and timeframes for achieving a Lean transformation.

Melbye, David. "Getting Started with Process Improvement," *Government Finance Review*, December 2010, pp. 8-14. Available at: https://www.gfoa.org/sites/default/files/GFR_DEC_10_8.pdf

Includes a section on potential barriers to utilizing Lean approaches, as well as success factors when developing a process improvement initiative.

Miller, Ken. *We Don't Make Widgets: Overcoming the Myths That Keep Government from Radically Improving*, Washington, DC: Government Books, 2013. 124 pp.

Written for middle- and senior-level managers in state, city and county government, the author challenges the reader to improve government by changing the way we think about the work we do (that can be measured, managed and improved), who are our real customers, and the responsibility we have to achieve better results with fewer resources. Miller doesn't refer to Lean techniques specifically, but the book is all about how to improve government processes.

Minukas, Mark and Ulosevich, Garrett. "5 Barriers to Lean in Government," *Lean Enterprise Institute*, April 21, 2015. Available from: <https://www.lean.org/LeanPost/Posting.cfm?LeanPostId=393>

An excellent summary of the top five reasons you may hear about why Lean approaches can't be done in government.

Sayer, Natalie and Williams, Bruce. *Lean for Dummies*, 2nd ed. Hoboken, NJ: Wiley Publishing, 2012. 408 pp. Also available as an e-book.

This friendly guide provides a general overview of Lean. The authors not only teach the tools and methodologies associated with Lean, but more importantly help to make the connections between the tools and techniques and the principles and concepts behind them.

Teeuwen, Bert. *Lean for the Public Sector: The Pursuit of Perfection in Government Services*, Productivity Press, 2010. 224 pp. Description and table of contents at: <https://bit.ly/2QGYzqO>

The author has spent more than a decade as a trainer, coach and implementer of Lean in both industry and the public sector. The book serves as a guide to adapting the philosophy and techniques of Lean to government organizations. The author provides advice on implementing a Lean program using numerous examples, case studies and diagrams.

Examples / Case Studies

Government Finance Officers Association – Lean Finance Resource Center

<https://www.gfoa.org/lean-finance-resource-center>

Scroll down to Examples / Case Studies.

Lean for Government

<http://leanforgovernment.com/>

You'll find links to Lean initiatives in government under Links → United States.

Lean Government Center

<https://leangovcenter.com/>

Look for “LEAN Government Web Sites” under “Government LEAN Projects.”

Training and Consultation

American Society for Quality (ASQ) Lean Essentials

<https://asq.org/training/lean-essentials-leasq>

ASQ offers a package of six Web-based training courses to help you achieve a solid foundation in Lean. Learn about key Lean principles and other tools like Kaizen and value stream mapping. Modules can also be purchased separately.

American Society for Quality (ASQ) Group Training and Coaching

<https://asq.org/training/group-training>

ASQ offers on-site training programs and can tailor training to fit your organization's needs. Training is activity-based and they provide all course materials. ASQ also offers coaching that can support follow-through on application of concepts from the training, how to apply tools to projects and other project guidance.

American Society for Quality (ASQ) Leading Lean Course

<https://asq.org/training/leading-lean-llasq>

This 15-hour classroom-based course is designed to provide organizational leaders with the skills needed to successfully facilitate a Lean implementation and to support a Lean culture post-implementation. Course can be offered on-site. Next publicly-offered course is in Phoenix, AZ Feb. 26-27, 2020.

American Society for Quality (ASQ) Lean Enterprise Course

<https://asq.org/training/lean-enterprise-lean>

This 14-hour classroom-based course is appropriate for employees at all levels, though supervisory and management staff will especially benefit. Learning objectives include how to develop a plan for starting a Lean journey in your organization. Course can be offered on-site. Next publicly-offered course is in Phoenix, AZ Feb. 21-22, 2020.

Emerald Valley High-Performance Enterprise Consortium (EVHPEC)

<https://evhpec.org/>

Partnering with the Eugene Area Chamber of Commerce, the Consortium offers workshops on Lean principles, process mapping, PDCA and continuous improvement (Kaizen) events.

Go Lean Six Sigma

<https://goleansixsigma.com/>

Go Lean Six Sigma offers government discounts and has provided training for King County, WA and San Antonio, TX among others. Over 2000 universities offer their courses. Fred Meyer, Columbia Sportswear and Habitat for Humanity have also used their training. Their Lean training and certification can be done entirely online.

KaufmanGlobal

<https://www.kaufmanglobal.com/>

KaufmanGlobal offers customized Lean workshops and Lean leadership training. KaufmanGlobal worked with Oregon's Dept. of Human Services, which included Oregon State Hospital, in 2010 to provide Lean training for managers.

Lean Portland

<https://leanportland.com/>

Lean Portland is a professional organization committed to developing leadership skills of its members and local non-profit organizations through project-based volunteer work that leads to continuous improvement. They occasionally offer workshops.

Northwest Center for Performance Excellence

<http://nwcpe.com/>

The Center offers consulting on implementing organization-wide Lean Six Sigma systems and on facilitating a continuous improvement (Kaizen) event. They also work with Oregon State University to offer Lean and Six Sigma certification.

Oregon Dept. of Human Services (DHS) Office of Continuous Improvement Lean Academy

<https://inside.dhsoha.state.or.us/dhs/continuous-improvement/the-lean-academy.html> [internal link for DHS employees] email: ocidirector.leanacademy@dhsoha.state.or.us

The Lean Academy is open for all DHS and Shared Services employees, and focuses on the application of Seven Step Problem Solving and Lean concepts into daily work. Participants must apply, and if selected, they can anticipate spending 15 hours per month over 12 months supporting a process improvement project in their unit or area.

Oregon State University's College of Business – Lean Six Sigma Green Belt Certificate

<https://bit.ly/2MONbba>

OSU's Lean Six Sigma Green Belt Certificate is designed around five courses exploring the principles, tools and methodologies of Lean Six Sigma. Students pick individual real-world projects and receive personalized guidance to effectively implement Lean Six Sigma concepts. You can also register for any of the five courses individually. See: <https://oregon-state.catalog.instructure.com/browse/all/exec-pro-education/professional-education/lean-six-sigma>

Portland State University's Center for Executive and Professional Education – Process Improvement Certificate

<https://www.pdx.edu/cepe/process-improvement>

PSU has a certificate program in process improvement that includes courses on Lean, Six Sigma and the culture of continuous improvement. The courses are offered in the spring and fall and can be completed in one academic quarter. They also offer custom training solutions at your location or at the campus, from one-day to multiple months. See <https://www.pdx.edu/cepe/custom-education-solutions> for details.