



*"Working together to
fund Washington's future"*

Utilizing Lean to Transform Operations

WSATA 2013 Conference

Vikki Smith, Deputy Director

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Lean -Transforms the Way We Do Business

- Increase efficiency and effectiveness
- Empowers employees
- Focuses on the customer
- Promotes continuous improvement



Our Lean Identity



Think Lean!

Respect for People • Value for Customers • Continuous Improvement

Lean Program Framework at DOR

Process Improvement

Agency Level

Division Level

Building Capacity

Practitioner Training

Culture of
Continuous
Improvement

Process Improvement Workshops

Process Improvement

Agency Level

Division Level

- Anyone can suggest a Lean workshop by submitting a request form for Process Improvement projects
- Executive will prioritize quarterly Agency level projects
- Projects selected for Agency level will be facilitated by the Lean Transformation Office (minimum of 5 per year)
- Track status of every project – both at Agency level and in the Divisions

Lean Training Plan

Building Capacity

Practitioner Training

Reinforce Lean into culture of continuous improvement

- Two Lean Transformation Office practitioners are certified Lean Six Sigma Black Belts
- Lean Six Sigma Green Belt Certifications will be offered through DOR to assist with division-level process improvements
 - First Group - Program Managers
 - Second Group – Employees
- Each year, the agency will increase the number of Green Belt practitioners by 10%

Lean Tools

- 5S + Safety
- 5 Whys
- Team Huddle
- Visual Management Board
- Value Stream Mapping

Lean Tool: 5S + Safety

5S+Safety is a strategy to keep our workplace safe and in order

Sort
Simplify
Sweep

5S + Safety

Standardize
Self-discipline
Safety

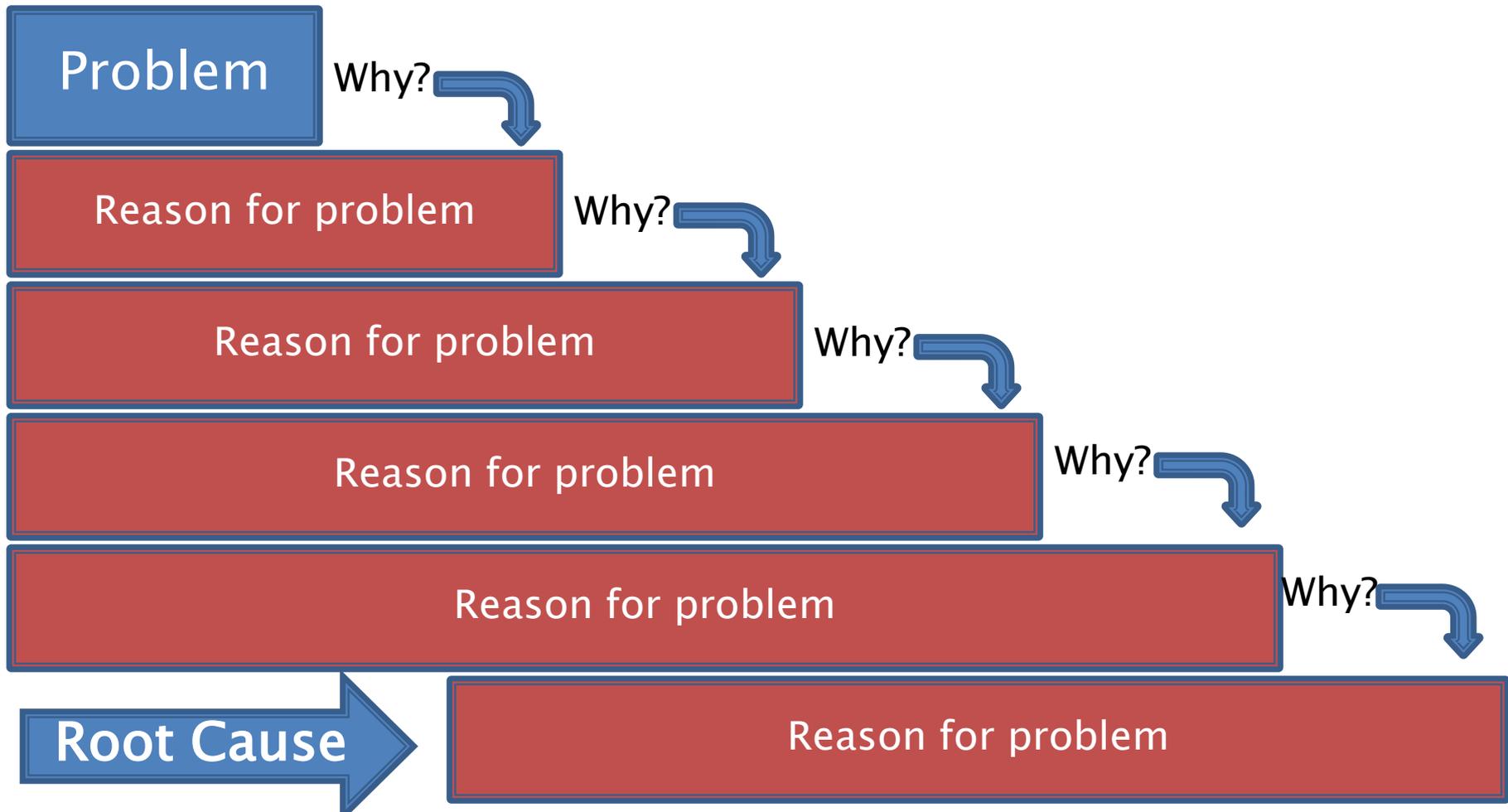
You have
everything
you need.

You need
everything
you have.

You can see
everything
clearly
belongs
where it is.

Lean Tool: 5 Whys

Simple Root Cause Analysis



Lean Tool: Team Huddle



Lean Tool: Visual Management Board



DOR Lean Results

DOR Process	Projected Results
Business Licensing Services Online Renewal	Reduce process time by 69% Reduce 18 "hand-offs" to the next person in the process down to 7 "hand-offs"
Personal Action Request	Reduce process time by 51%
Local Tax Replacement	Standardized approximately 20 processes prior to automation
Employee Satisfaction Survey Agency Priorities	Two process improvement teams used Lean tools to obtain employee input on the Employee Satisfaction Survey (ESS) Agency Priorities
Public Records and Public Disclosure Request Processes	Standardized process and conducted risk assessment, mitigation, & implementation planning across two state agencies
Human Resources Division Idea Day program	Developed and delivered a program to build continuous incremental improvement (kaizen) and the habit (kata) of idea generation. Excellent results and continued implementation by the division.
Real Estate Excise Tax (REET) Controlling Interest process	Standardized process, generated ideas for new revenue sources, and process improvement planning

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Questions?