



# 10 Commandments for Lean in Government (and beyond)

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LEAN GOVERNMENT NOW!

HARRY W. KENWORTHY

# LEAN GOVERNMENT NOW!

INCREASE SERVICE, CAPACITY AND EMPLOYEE ENGAGEMENT WHILE REDUCING COSTS AND WASTES.



A LEAN STEP-BY-STEP TRAINING AND IMPLEMENTATION GUIDE WITH NUMEROUS LEAN GOVERNMENT EXAMPLES



★ States  
★ Cities/Counties

# Lean Government Connections/Affiliations

- **GFOA (Government Finance Officers Association) – QPIC is the GFOA’s national service provider**



- **ICMA – International City/County Management Association – QPIC does Lean Government webinars**



- **National Governors Association – Lean Government subject matter experts**



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# Lean Government Connections/Affiliations

- Lean Leadership Institute – Jeff Liker 
- Lean Enterprise Institute – John O'Donnell 
- Alan Robinson & Dean Schroeder – “Ideas are Free” and the “Idea Driven Organization”
- PricewaterhouseCoopers – JV Relationship with QPIC for Lean Government:  
*QPIC, LLC, is the premier resource center for Lean Government and a globally based consulting organization that focuses on Lean, Six Sigma, Change Management (ACE), Business Metrics (MWM – Measure What Matters), Supply Chain Management, and Executive Coaching as one of the leading Lean training organizations.*

# When I was last in Madison... what are these?



# #1 Understand Customer Needs

## Who are they and what do they need?



Citizens Want	% response
Reduced waiting in lines, on the phone, in the mail, etc.	74%
Reduced Red Tape	68%
Create a “one-stop” service	68%
Simplify forms and documents	65%
Extend office hours	63%
Make it easier to get information about the service	62%
Use plain language	60%
Make the service available electronically	60%
Give more decision making power to the staff	53%

# #2 Set Challenge Goals with High Leverage



Challenge

Challenge

Kaizen

Learn to  
See

Respect

Teamwork

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Name:

Department:

Date:

1. What is the current situation and problem being caused? What wastes are there? What did the 5 Whys tell you?

### THE 8 WASTES

-  **DEFECTS**  
Work that contains errors or fails something necessary
-  **OVER PRODUCING**  
Generating more information than is needed right now, duplication and redundancies
-  **WAITING**  
Idle time created when actions or information are not ready
-  **NON-UTILIZED PEOPLE**  
Not fully utilizing or developing the skills, training, and passion of staff and students
-  **TRANSPORTATION**  
Unnecessary movements of information and materials
-  **INVENTORY**  
More resources or information than needed
-  **MOTION**  
Unnecessary physical movements, searching
-  **EXTRA PROCESSING**  
Extra or unnecessary steps, requirements or approvals

2. Here is a description of my idea. What is your solution to fix the problem?

3. Here is how I tested my idea. How did you pilot your solution?

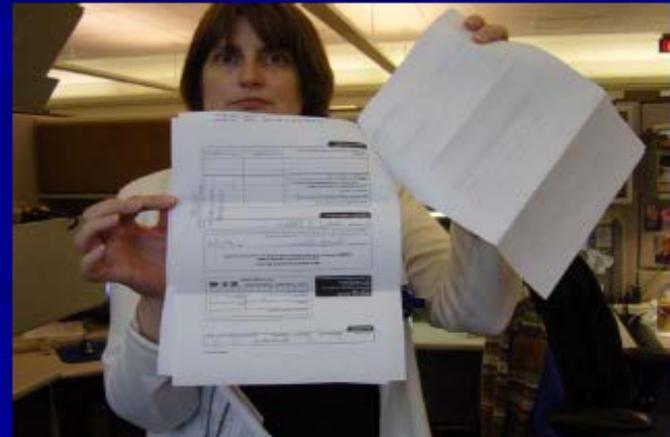
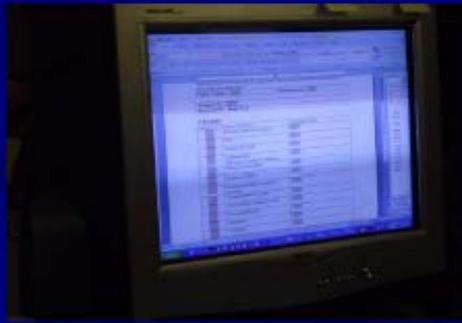
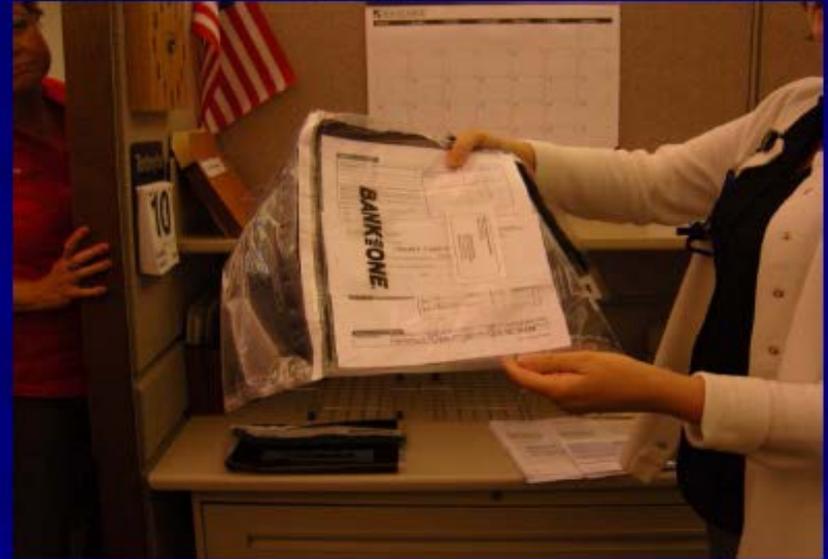
5. This is the effect my idea had and what it will accomplish. What metrics do you have? What is the goal?



# #4 Learn to See

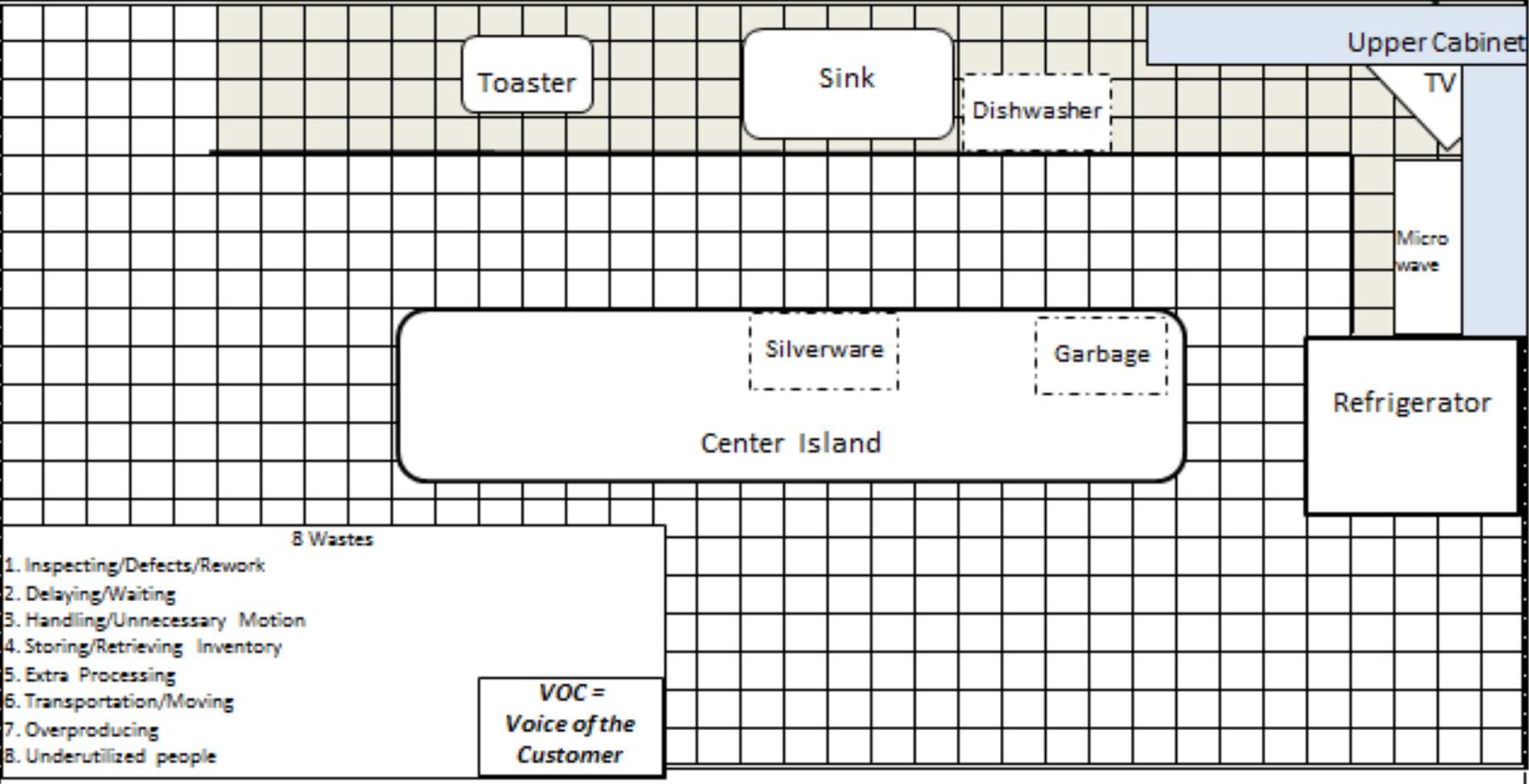
## More Process Detail Than You Ever Knew Existed

### Walk Through



# #4 Learn to See Exercise

 <b>STANDARD WORK SHEET</b>			
Agency	Location	Operation Sequence	
Date Prepared	Department	From:	To:
Prepared By	Process		

**8 Wastes**

1. Inspecting/Defects/Rework
2. Delaying/Waiting
3. Handling/Unnecessary Motion
4. Storing/Retrieving Inventory
5. Extra Processing
6. Transportation/Moving
7. Overproducing
8. Underutilized people

**VOC = Voice of the Customer**

# #4 Learn to See – Making Toast



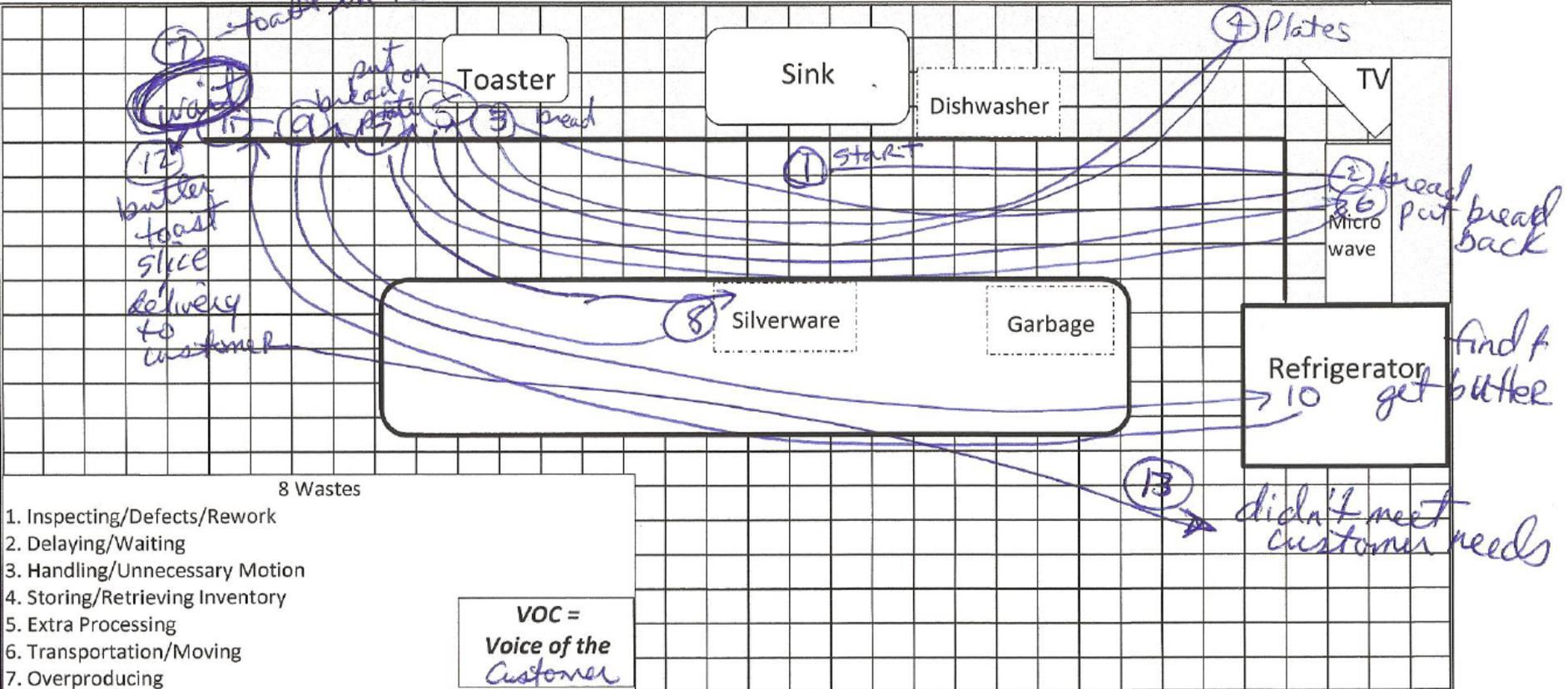
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# Toast Video Results

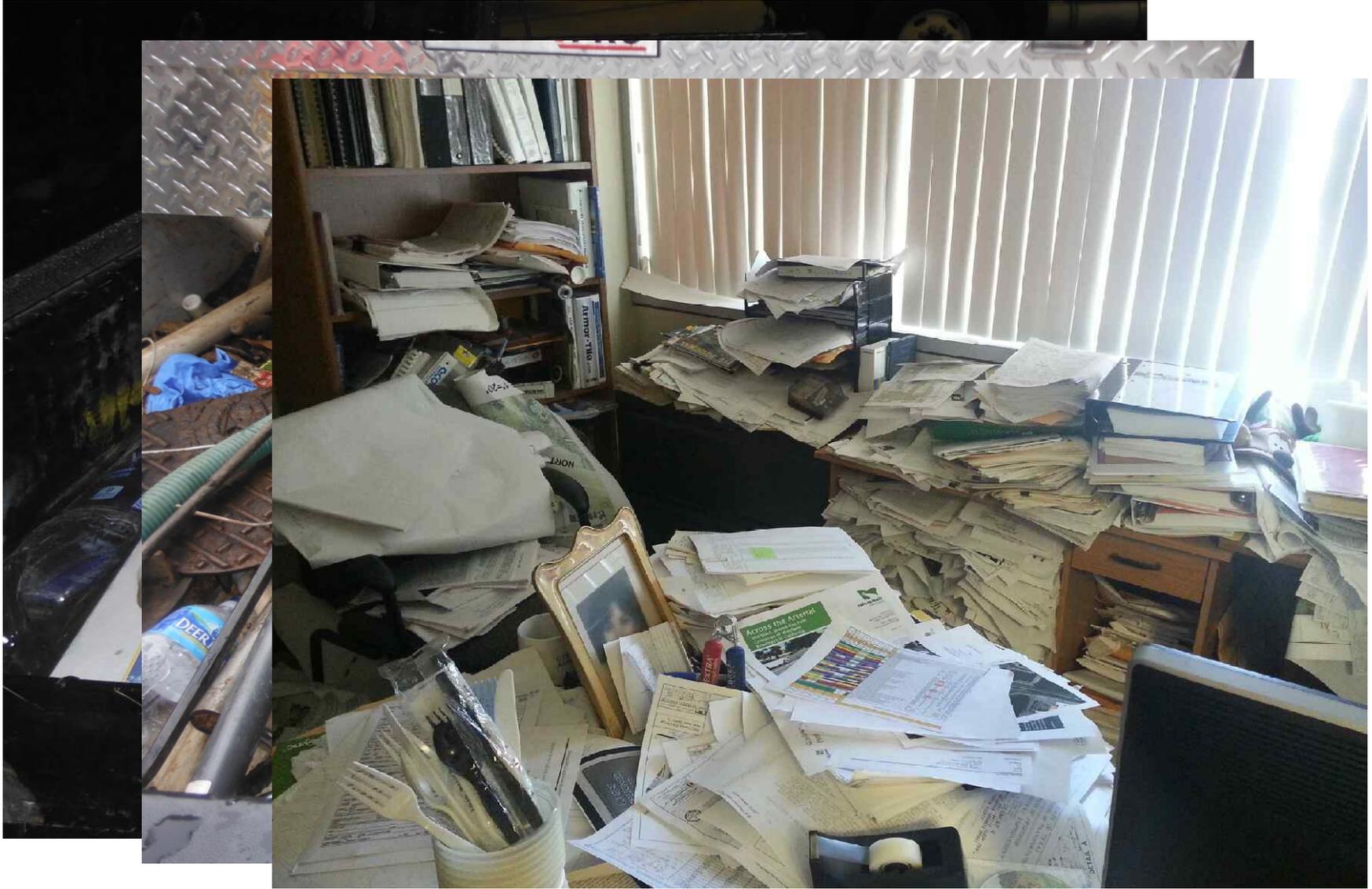
## STANDARD WORK SHEET



Agency	Location	Operation Sequence	
Date Prepared	Department	From:	To:
Prepared By	Process		



# #5 5(6)S Everywhere



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# #6 Institute One Stop Shopping

## Batch Processing (the norm) - Push



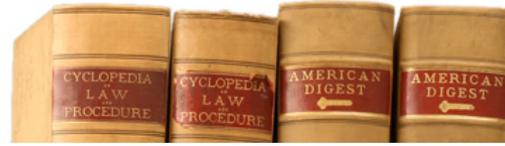
## One-Piece Flow - Pull



## Ideal – One Stop Shopping



# #7 Verify Statutes, Laws and Ordinances



Was the “real problem” clearly understood before the “solution” was created?



Interpretations “morph” over time.



Be careful adding controls and “interpreting policy”.



# #8 Utilize Benchmarking

DeKalb County							
Treasury & Accounting							
LIEN PROCESS COMPARISON							
	AMOUNT	SERVICE	INTENT	PAYMENT	COLLECTIONS	SURETY	COMMENTS
	LIENABLE	ON/OFF	LETTER	ARRANGEMENTS		BONDS	
CITY OF ATLANTA	OVER \$300.00	OFF	YES	NO	YES	NO	
COBB COUNTY	\$50.00	OFF	YES	YES	YES	YES	
DOUGLAS COUNTY	DOES NOT LIEN	OFF			YES	NO	STARTS COLLECTION PROCESS
FORSYTHE COUNTY, NC	ANY	OFF	YES	NO	YES	NO	
ROCKDALE COUNTY	DOES NOT LIEN						
FULTON COUNTY	ANY	OFF	?	NO	NO	NO	LIEN OWNERS FROM DISCONNECT
GWINNETT COUNTY	\$250.00	ON	YES	YES	YES	NO	COLLECTIONS START 60 DAYS
NEWTON COUNTY	DOES NOT LIEN	OFF			YES		
HENRY COUNTY	YES						
CITY OF AUSTELL	\$500.00	OFF	YES	YES	YES	NO	
DEKALB COUNTY	\$1,000.00	ON/OFF	YES	YES	NO	NO	

W-1FOOD (Rev. 10/11) State of Connecticut Department of Social Services

You Might Be Eligible To Receive Help From The Supplemental Nutrition Assistance Program (SNAP) Within 7 Days!

If you are applying for any other assistance, such as cash or Medicaid, or if there are more than 4 people in your household including yourself, then you must complete a different application form.

Please write down the following information:

Amount you pay each month for rent or mortgage: 45

Amount you pay each month for utilities: 66

NOTE: If you pay at least \$1 for either rent or utilities, add \$683.00 on line #2 above. If you pay nothing for rent or utilities, add \$0.

Add #1 and #2 111 (Total for lines #1 and #2)

Total monthly income before deductions (FICA, Medicare premiums): 3

Liquid assets 14 Liquid assets include: bank accounts, cash, and certificates of deposit, IRAs, Keogh plans, stocks or bonds.

Add #3 and #4 17 (Total for lines #3 and #4)

Now please answer the following questions:

1. Is the amount you pay every month for rent/mortgage and utilities (total of lines 1 and 2) more than the amount of money you make every month before you deduct deductions and liquid assets (Total of #3 and #4)? (Check One) 11 Yes  No
2. Is your household's total monthly income before deductions less than \$150 and your liquid assets \$100 or less? (Check One) 12 Yes  No
3. Are you a migrant or seasonal farm worker and are your assets less than \$100? (Check One) 2 Yes  No

If you answered "Yes" to any of the 3 questions on this page, you may be able to get your SNAP benefits (formerly called Food Stamps) within 7 days of the day you file your application at the regional office. Please fill out the attached application form and go to your local DSS office immediately to apply. If you did not answer "Yes" to any of the 3 questions on this page we still have to tell you if you eligible for SNAP within 30 days of

W-1FOOD (Rev. 10/12) 23% correct State of Connecticut Department of Social Services **77% incorrect**

You Might Be Eligible To Receive Help From The Supplemental Nutrition Assistance Program (SNAP) Within 7 Days!

If you are applying for any other assistance, such as cash or Medicaid, or if there are more than 4 people in your household including yourself, then you must complete a different application form.

Please write down the following information:

Amount you pay each month for rent or mortgage: 45

Amount you pay each month for utilities: 66

NOTE: This note should be above line 2. If you pay at least \$1 for either rent or utilities, add \$668.00 on line #2 above. If you pay nothing for rent or utilities, add \$0.

Add #1 and #2 111 (Total for lines #1 and #2)

Total monthly income before deductions (FICA, Medicare premiums): 60

Liquid assets 14 Liquid assets include: bank accounts, cash, and certificates of deposit, IRAs, Keogh plans, stocks or bonds.

Add #3 and #4 74 (Total for lines #3 and #4)

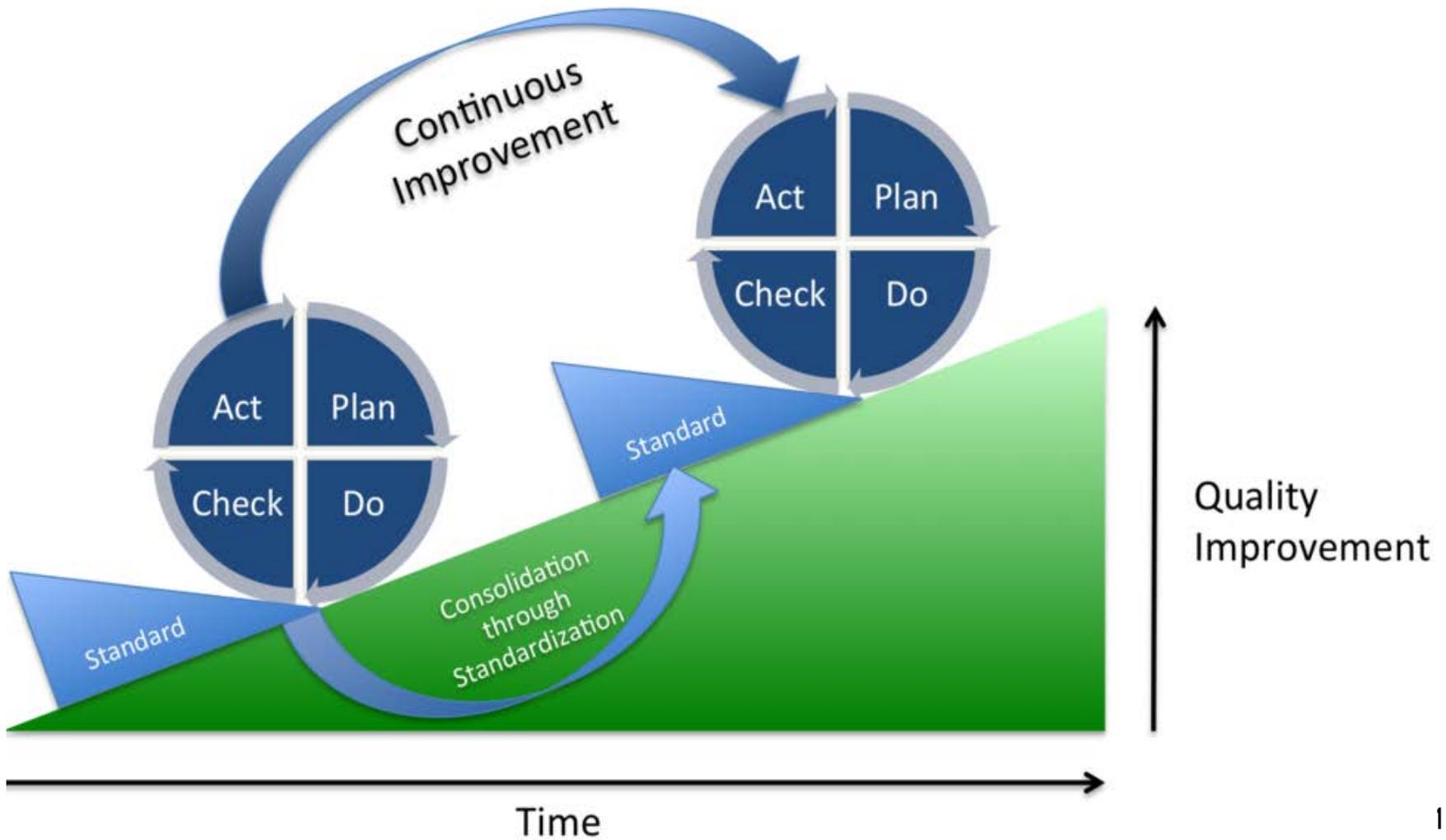
Now please answer the following questions:

1. Is the amount you pay every month for rent/mortgage and utilities (total of lines 1 and 2) more than the amount of money you make every month before you deduct deductions and liquid assets (Total of #3 and #4)? (Check One) 11 Yes  No  *is in error*
2. Is your household's total monthly income before deductions less than \$150 and your liquid assets \$100 or less? (Check One) 12 Yes  No  *NOTE - if these were left blank, I did not count error*
3. Are you a migrant or seasonal farm worker and are your assets less than \$100? (Check One) 2 Yes  No

If you answered "Yes" to any of the 3 questions on this page, you may be able to get your SNAP benefits (formerly called Food Stamps) within 7 days of the day you file your application at the regional office. Please fill out the attached application form and go to your local DSS office immediately to apply. If you did not answer "Yes" to any of the 3 questions on this page we still have to tell you if you eligible for SNAP within 30 days of

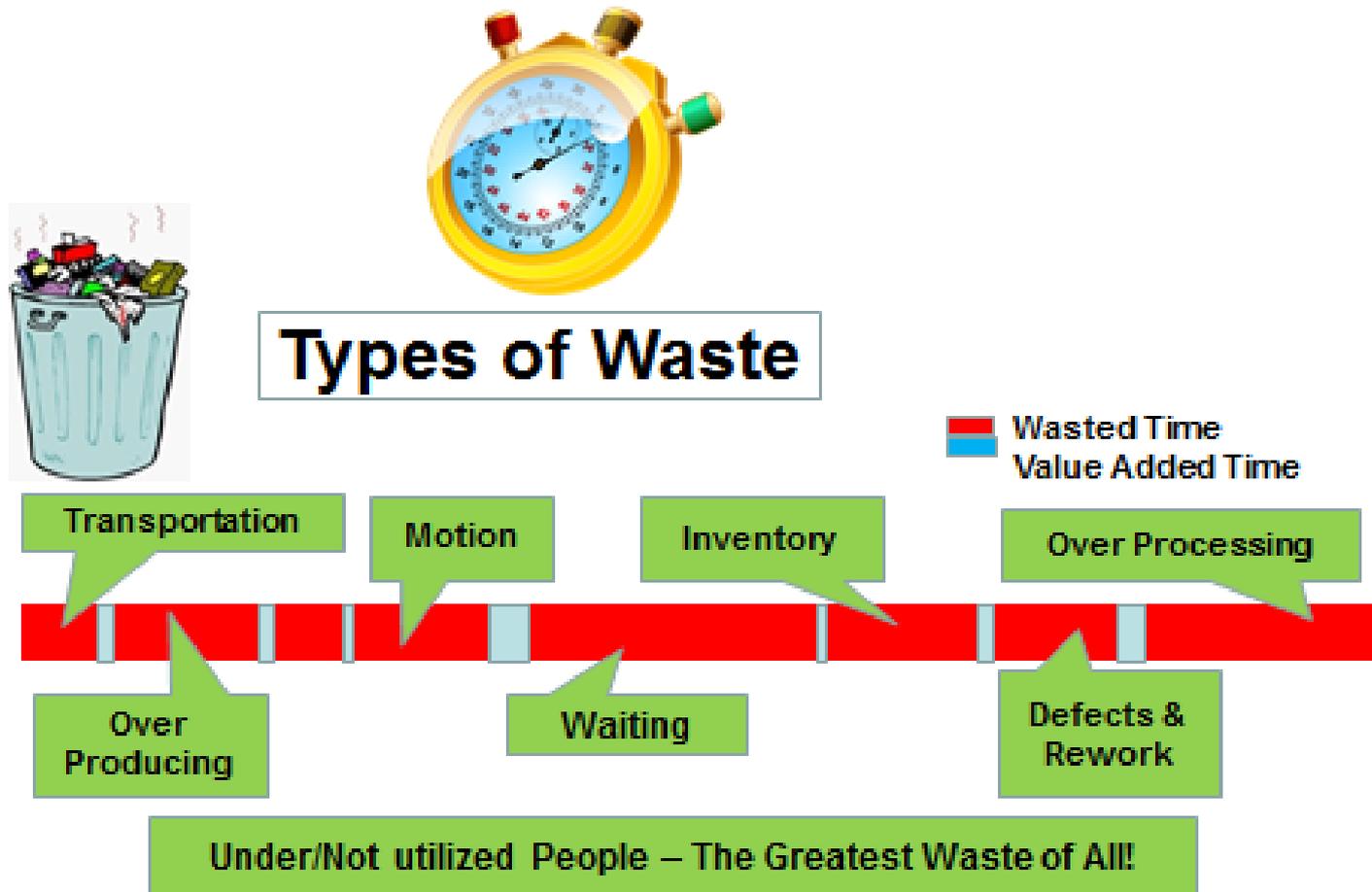
ERRORS	
45	1) \$
66	2) \$
111	\$
60	3) \$
14	4) \$
74	(Total for lines #3 and #4)

# #10 Develop Great Lean Leaders



# #10 Develop Great Lean Leaders

## How to remove wastes:



Think: *TIMWOOD* or *DOWNTIME*

# #10 Develop Great Lean Leaders

## 4 INGREDIENTS FOR DEVELOPING NEW SKILLS

With these ingredients you can start to rewire your brain & acquire new skills and habits

**“The ability to take a new behavior and make it an ingrained habit can *only be done through deliberate practice and coaching*”**

Mike Rother

Feeling that:  
“I’m getting better at this”

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# Lean Implementation Summary...

**Program  
or**

**Business Strategy?**

[www.shmula.com](http://www.shmula.com)

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# Thank You!



Implementing & Sustaining Government Lean Initiatives to Increase Capacity and Service, while Reducing Costs

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*Lean Government NOW!* is a how-to book for training and implementing broad based Lean Government initiatives to increase service, capacity, and employee engagement, while reducing costs and wastes. It's non-traditional as it's written in a bullet format showing exactly what must be done and how to do it to have a successful, sustainable, Lean initiative. Currently #1 on Amazon out of 97 Lean Government books.

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QPIC, LLC LEAN Government Center is the premier resource center for LEAN Government and a globally based consulting organization that focuses on LEAN, Six Sigma, Change Management (ACE), Business Metrics (MWM – Measure What Matters), Supply Chain Management, and Executive Coaching. Our client base has spanned LEAN Government, Manufacturing, Healthcare, and non-profit organizations for over 25 years. We are one of the foremost groups consulting on LEAN Government. Our approach is unique in that we start with the top management team and ensure the necessary cultural changes are instituted for LEAN Government to be successful and sustainable.

QPIC, LLC is honored to be the LEAN Government service provider for GFOA (Government Finance Officers Association) and ICMA (International City/County

Management Association). QPIC is also the only Lean Leadership Institute member (also providing coaching) solely focused on LEAN Government.



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## 2017 Wisconsin Lean Government Conference

