



State of Wisconsin

Enterprise Management Development Academy

Lean Government

Team 7

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What is Lean?

An organizational process of finding and eliminating **waste** and speeding up processes. It creates more value for customers with fewer resources.



THE EIGHT WASTES

1. **T**ransportation
2. **I**nventory
3. **M**otion
4. **W**aiting
5. **O**verproduction
6. **O**verprocessing
7. **D**efects
8. **S**kills



OFFICE OF THE GOVERNOR

EXECUTIVE ORDER #66

Relating to the Wisconsin "Lean Government" Initiative

WHEREAS, in order to create jobs and promote economic growth, government must operate with business-like efficiency; and

WHEREAS, state government should continuously improve its efforts to serve State residents and be a good steward of tax dollars; and

WHEREAS, "Lean Government" initiatives can provide the framework for making fact-based decisions, enable the process to be changed positively, and drive continuous improvement using a structured approach; and

WHEREAS, "Lean Government" initiatives are a tool for state government to increase efficiencies in customer services and provide a safer and more streamlined workplace for employees; and

WHEREAS, Starbucks, JM, Alliant Energy, Theda-Care Health Systems, Caterpillar, Mercury Marine, and Quad Graphics, Inc. are a sample of the businesses utilizing "Lean Government" initiatives to increase efficiency; and

WHEREAS, states like Iowa, Minnesota, and Connecticut have implemented "Lean Government" initiatives; and

WHEREAS, the Corporation Counsel Office of Marathon County, Wisconsin has incorporated "Lean Government" initiatives with great success, resulting in a 75% reduction in the case processing time for children in need of protection or services (CHIP5); and

WHEREAS, Brown County, the University of Wisconsin-Stout, the City of Appleton, Marathon County, and the Village of Weston are among the units of Wisconsin government that are employing "Lean Government" initiatives;

NOW THEREFORE, I, Scott Walker, Governor of the State of Wisconsin, by the authority vested in me by the Constitution and laws of this State, do hereby direct that:

- 1. The Department of Administration; the Department of Agriculture, Trade and Consumer Protection; the Department of Children and Families; the Department of Corrections; the Department of Financial Institutions; the Department of Health Services; the Department of Natural Resources; the Department of Revenue; the Department of Safety and Professional Services; the Department of Tourism; the Department of Transportation; the Department of Veterans Affairs; the Department of Workforce Development; the Office of the Commissioner of Insurance; Wisconsin Economic Development Corporation; and Wisconsin Housing and Economic Development Authority shall

- a. Implement a "Lean Government" initiative that can change government culture by engaging leadership and staff in the improvement process; to understand how to apply "Lean Government" initiatives to eliminate waste, save time, standardize workflow, and decrease process complexity; and



OFFICE OF THE GOVERNOR

- b. Define the agency's mission:
i. The agency's ultimate goal
ii. The customer the agency serves
iii. Their customer's opinion of what constitutes a good value
iv. The agency's definition of its measure of customer satisfaction and timely service
v. The agency's organizational goals for staff involvement in the "Lean Government" initiative.
c. Establish measurement criteria for the services the agency performs with a focus on processes that
i. Suffer from chronic customer complaints or issues
ii. Are visible to staff and customers
iii. Show obvious potential for dramatic improvement
iv. Currently produce data that enables the agency to track improvement
v. Reduce workload, improve customer satisfaction, and improve processes.
d. Focus on processes that do not require statute or rule changes to improve; and
e. Collaborate and provide insight on their "Lean Government" efforts.

- 2. Each of the above referenced agencies shall track their progress on "Lean Government" initiatives and annually report such progress to the Governor at the beginning of each year.



By the Governor:

Douglas La Follette
DOUGLAS LA FOLLETTE
Secretary of State

IN TESTIMONY WHEREOF, I have hereunto set my hand and caused the Great Seal of the State of Wisconsin to be affixed. Done at the Capitol in the City of Madison this second day of May, in the year two thousand twelve.

Scott Walker
SCOTT WALKER
Governor


Why Lean?
Executive Order 66

Goals of Executive Order 66

Goals of Executive Order

- Eliminate waste
- Save time
- Standardize workflow
- Decrease process complexity
- Control cost to the taxpayer

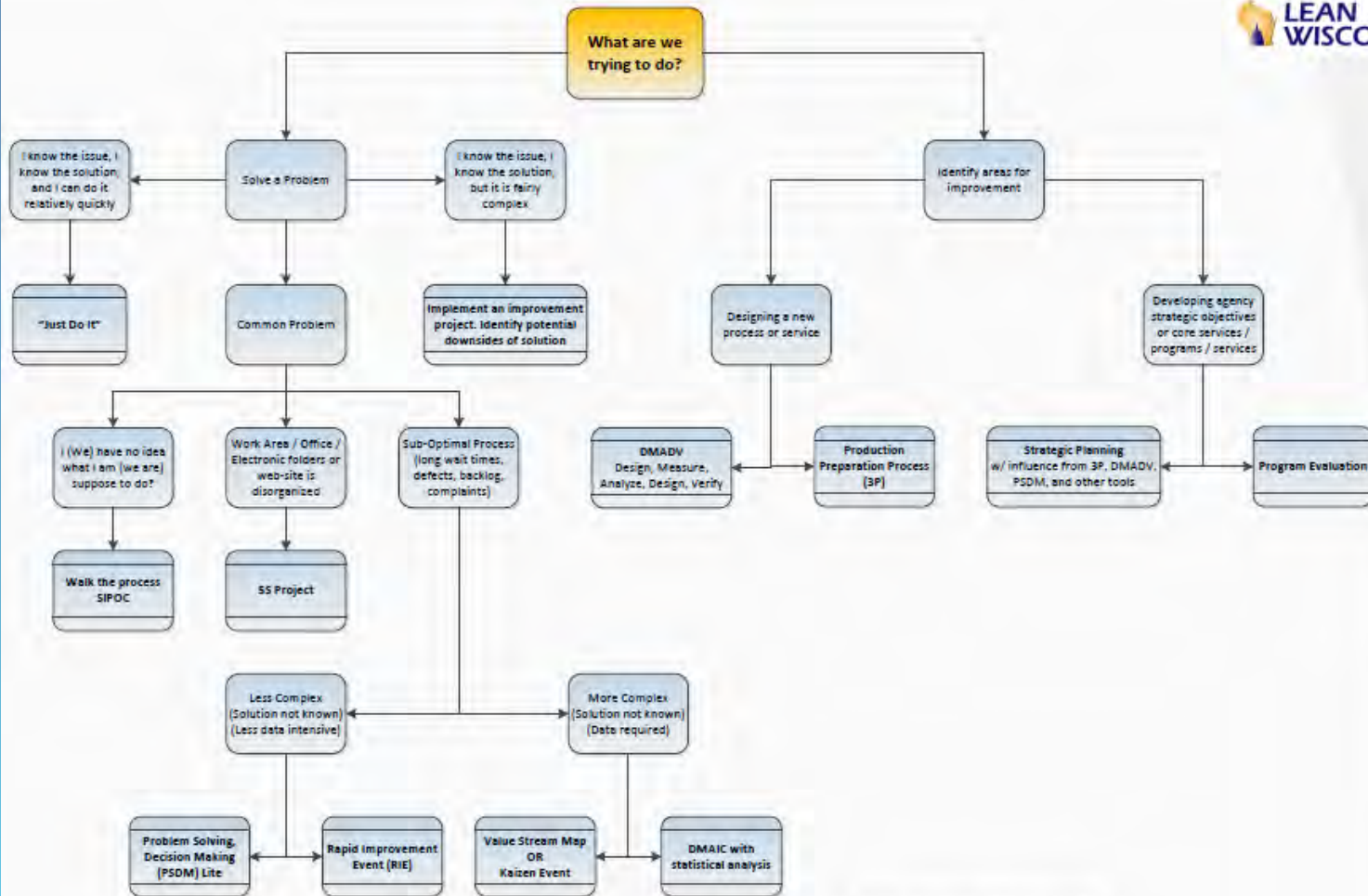
Establish measurement criteria to track

- Customer satisfaction improvements
 - Reduction of workload
 - Improvement of process times
- 
- A decorative graphic consisting of several parallel white lines of varying lengths, slanted diagonally from the bottom right towards the top right, set against a blue background.

What Tools and Methods Are Available?

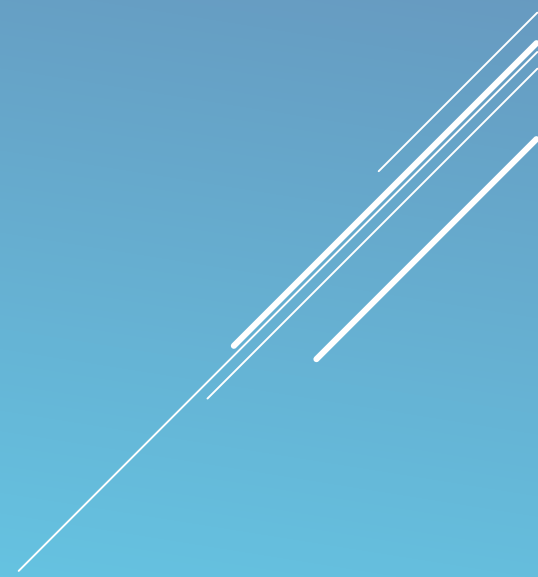
- Value Stream Mapping
 - Rapid Improvement (Kalzen) Events
 - Process Mapping
 - Voice of the Customer
 - SIPOC
 - Fishbone Diagram
 - Shadow Boards
 - DMAIC
 - 5S / Visual Controls
 - Root Cause Analysis
 - 5 Why's
 - Brainstorming
 - PDSA
 - NiatX
 - Baldrige
 - Theory of Constraints
- 

Which Technique?



Small Changes, Big Difference

<https://www.youtube.com/watch?v=EedMmMedj3M>



What is 5S?

Record?
**Follow official records
retention policies**

Sort

- Remove unneeded / excess / dated items from area

Set in Order

- Arrange and label to make logical sense to anyone

Shine

- Maintain, clean, and organize daily


Standardize

- One method, one way

Sustain

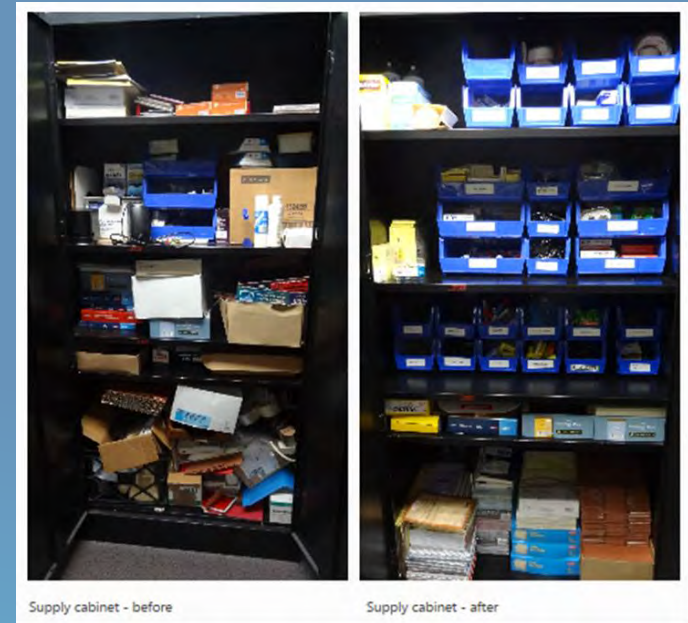
- Continue the progress of the first 4S steps

A Brief History of 5S


- Concept created by Hiroyuki Hirano via “5 Pillars of a Visual Workplace”
 - Effective piece of Toyota’s Production System (TPS)
 - Manufacturing to Office to Service
- 
- A decorative graphic consisting of several parallel white lines of varying lengths, slanted diagonally from the bottom right towards the top right, set against a light blue background.

The Benefits of 5S

- Improved safety
- Higher equipment availability
- Lower defect rates
- Reduced costs
- Increased production agility and flexibility
- Improved employee morale
- Better asset utilization
- Enhanced enterprise image to customers, suppliers, employees, and management



Initial Steps – Pre-5S

- Identify the issue
 - ▶ Take pictures to support your activity
 - Organize a team
 - ▶ People that touch and interact with the issue
 - Complete Charter and/or sign-off from management
 - Understand the Public Records requirements
 - ▶ We have laws – no short cuts
 - Consult with the State Records Center
 - ▶ We have a location to store records
- 

1S – Sort

- Definition: Remove unneeded / excess / dated items
- Why?
 - ▶ Reduce time wasted searching
 - ▶ Reduce crowded, messy environment
 - ▶ Reduce unneeded equipment, folders, and such
 - ▶ Excess 'stuff' hides issues
- Hints
 - ▶ Establish 'essential' and 'non-essential' locations
 - ▶ Have tags / identification process
 - ▶ Assign a member to manage the process



Sort

1S - Examples



DNR's LeMay Forestry Center



DHS's 5S Day

2S – Set in Order

- Definition: Arrange and label to make logical sense to anyone
- Why?
 - ▶ Reduces wasted time looking
 - ▶ Everything has a place
 - ▶ People know where to locate things
- Hints
 - ▶ Do what you can do – phased approach
 - ▶ Focus on organization before spending money



Set in Order

2S - Examples



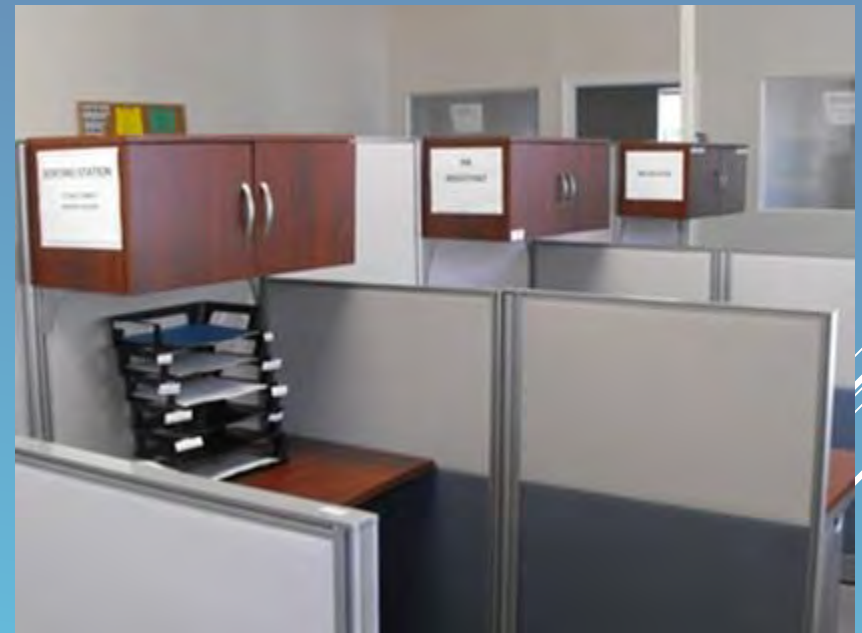
“A place for everything”

3S – Shine

- Definition: Maintain, clean, and organize daily
- Why?
 - ▶ Easy to detect when things are out of order
 - ▶ Creates a more welcoming area – pride in workplace
- Hints
 - ▶ Same time with “Set in Order”
 - ▶ Continuous application is important

Shine

3S - Examples




4S – Standardize

- Definition: One method, one way
- Why?
 - ▶ Consistency
 - ▶ Way to train new employees ('one-way')
 - ▶ Easier to check if process is sustained
- Hints
 - ▶ Develop standard work instructions and checklists
 - ▶ Communication / train all employees at one-time
 - ▶ Have the employees doing the work create the forms

5S – Sustain

- Definition: Continue the progress of the first 4S steps
- Why?
 - ▶ Ensure improvements are sustained
- Hints
 - ▶ Assign a Process Owner
 - ▶ Set dates to walk the area
 - ▶ Ask people questions
 - ▶ Continue the improvement process

5S – Tips

- Take before and after pictures
 - Try to make it fun and involve everyone
 - Rotate members or areas
 - 5S lunch
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Wisconsin DNR 5S Example



BEFORE

Wisconsin DNR 5S Example



Questions?



Resources:

- ▶ Lean Government Program
lean.wi.gov
 - ▶ ASQ – American Society for Quality
asq.org
 - ▶ Lean Ohio Toolkit
lean.ohio.gov
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