

## **Lean Culture at Enterprise Services**

Enterprise Services is developing a culture where Lean thinking and techniques are practiced by every employee every day. We are using a variety of practices to produce results, including daily huddles, Enterprise Planning, developing Lean leadership behaviors, and problem solving.

### **Daily Huddles**

Every program in Enterprise Services holds a daily huddle – more than 100 each day. Huddles help employees practice Lean habits and values including:

- Respect for people
- Openness
- Trust and safety
- Transparency
- Collaborative problem solving
- Managing with data
- Incremental continuous improvement

Daily huddles offer many benefits and can actually create capacity in the work day of employees.

### **Enterprise Planning**

Enterprise Services began the Enterprise Planning process in January 2013 as part of our effort to develop a Lean culture.

Enterprise Planning is a Lean approach that:

1. Sets long-term plans with clear, measurable targets for programs and the agency.
2. Links program activities to agency outcomes and helps employees see how their work contributes to agency goals.
3. Encourages collaborative problem solving and managing with data.

### **Lean Leadership**

Enterprise Services' leaders are shifting to a Lean approach that emphasizes coaching and mentoring.

Leaders are asked to reflect on how they show up as leaders and work to intentionally practice key behaviors such as:

- Coach and mentor
- Teach
- Question
- Listen
- Suspend assumptions
- Support and encourage
- Observe
- Appreciate
- Inspire

### **Problem Solving**

Enterprise Services approaches problem solving in a number of ways. Opportunities for problem solving occur during daily huddles, and teams determine how to move forward – whether the problem has a simple solution or is a more complex and requires root cause analysis or a Lean event.

## Results

Lean efforts at Enterprise Services are creating real results. Below are some highlights of our agency's accomplishments in 2013.

<b>General Accomplishments</b>	
Daily Huddles	<ul style="list-style-type: none"> <li>Implemented daily huddles in every program area in the agency.</li> <li>More than 100 huddles occurring daily.</li> </ul>
Enterprise Planning	<ul style="list-style-type: none"> <li>Work units developed 62 program strategy maps.</li> <li>Leaders developed an agency strategy map based on information from program strategy maps.</li> </ul>
<b>Workshop Results</b>	
Work Order Process	<ul style="list-style-type: none"> <li>Established standard categories for work requests, defining appropriate response and completion times.</li> <li>Implemented consistent tracking by creating work orders for all jobs.</li> <li>Standardized email communication with customers.</li> </ul>
Statewide Payee Unit	<ul style="list-style-type: none"> <li>Increased form accuracy 6 percent.</li> <li>Increased percentage of emails acknowledged within two hours from 62 percent to 96.7 percent.</li> <li>Increased monthly productivity by 61 percent.</li> </ul>
Public Disclosure Process	<ul style="list-style-type: none"> <li>Reduced the number of process steps from 93 to 65.</li> <li>Implemented standard work and built quality into the process.</li> </ul>
Core and Data Network Billing	<ul style="list-style-type: none"> <li>Reduced rework by 35 percent.</li> <li>Eliminated duplicate work for CTS and Enterprise Services.</li> <li>Reduced number of quality control checks and built quality into process.</li> </ul>
<b>A3 Results</b>	
Mail Inserting	<ul style="list-style-type: none"> <li>Reduced feed errors 66 percent by adjusting machine settings, requiring less manual mail assembly.</li> </ul>
Contract Usage Reporting	<ul style="list-style-type: none"> <li>Eliminated \$50,000 backlog of uncategorized contract usage detail.</li> <li>Established standard work to address new transactions as they occur.</li> <li>Improved education efforts, allowing vendors to report contract usage correctly the first time.</li> </ul>
<b>Just Do It Results</b>	
Payroll Office	<ul style="list-style-type: none"> <li>Simplified and standardized the process for personnel and payroll changes.</li> <li>Created one form, eliminating the need for multiple forms.</li> <li>Reduced the number of questions, errors and processing time.</li> </ul>
Billing Tickets	<ul style="list-style-type: none"> <li>Freed 9.5 hours per month that is redirected to other value added work.</li> <li>Increased billing ticket accuracy more than 30 percent.</li> <li>Reduced paper files by 50 percent.</li> </ul>

### For more information, please contact:

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