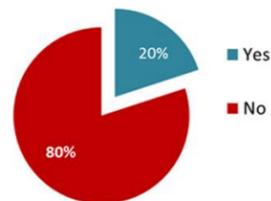


Clarify the Problem

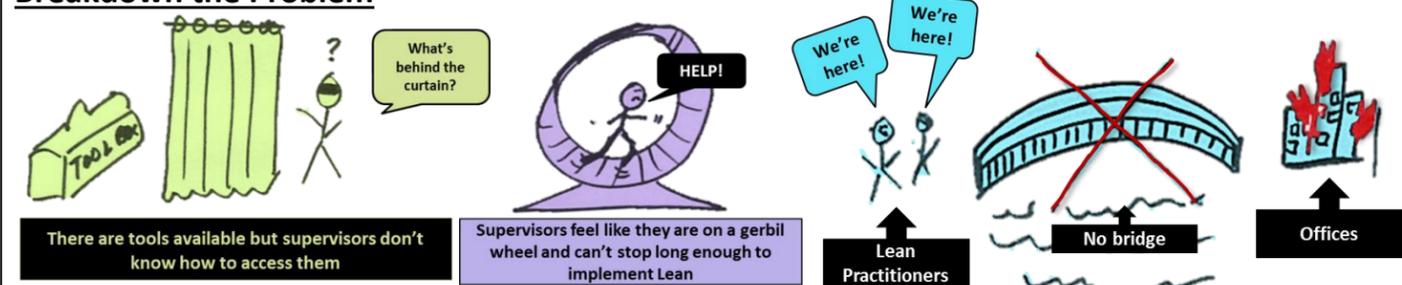
There is a concern around the current management support for DJAs and the managerial support for staff across DSHS as it relates to Lean work. Some key issues include:

Percentage Supervisors Trained 2013



1. lack of communication/marketing/education about what Lean is
2. who/what the resources are
3. how Lean fits in against a heavy workload of daily tasks
4. lack of understanding of how to integrate Lean into daily work
5. expectations for staff involved in Lean work (DJAs, all staff exposed to Lean)
6. lack of managerial support for Lean work
7. some managers understand the importance of Lean but lack the resources/ability to make upfront investment

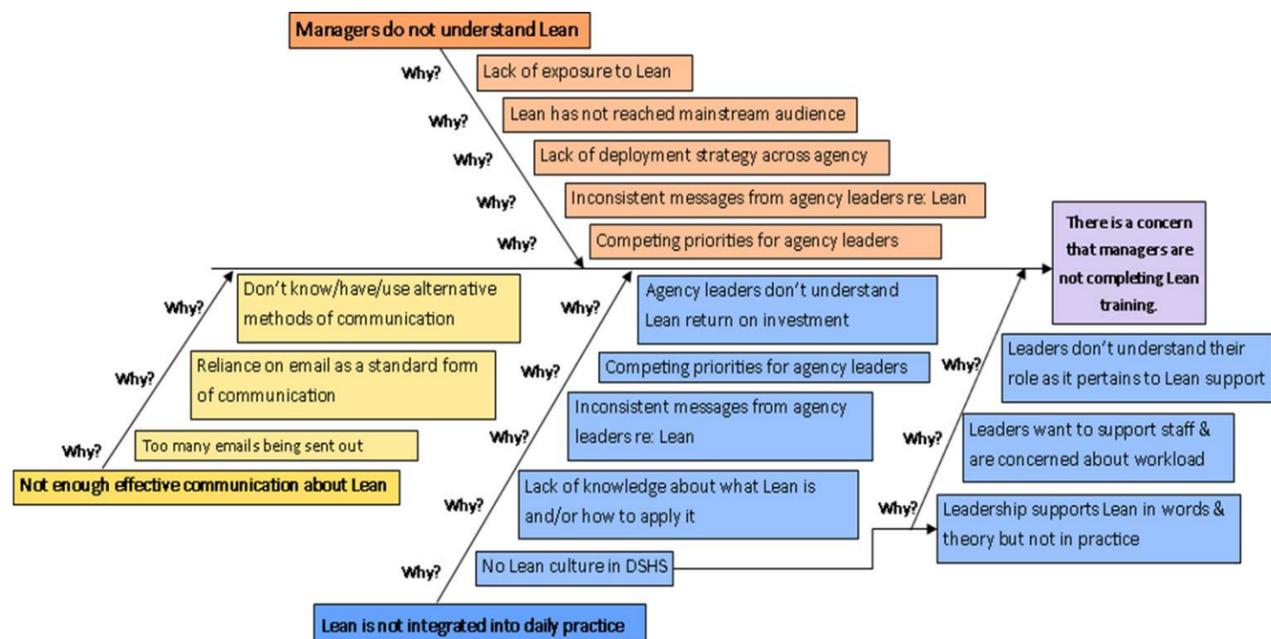
Breakdown the Problem



Target Setting

Each administration will ensure that 20% of supervisors have completed Lean training within each region by December 2014

Identify Root Cause



Identify Countermeasures

Root Cause	Proposed Countermeasure	Feasibility	Risk	Cost	Impact
Managers do not understand Lean/Do not see return on investment	1. Develop mandatory training series for managers that holds them accountable for learning (e.g., homework)	High	High	High	High
Lean training is not established as a priority by agency leaders	2. Mandate the completion of Lean training for all staff	High	High	Low	High
Managers do not understand how to integrate Lean	3. Create visual tool for managers to articulate their priorities so that Lean coordinators can provide technical assistance on how to integrate Lean	High	Low	Low	High
Lack of effective communication about Lean/No alternative methods of communication	4. Develop Lean communications plan utilizing alternative methods of communication (e.g., posters, videos, handouts, brochure, newsletters, t-shirts, in-person presentations)	Low	Low	High	High
Managers do not understand how to integrate Lean	5. Develop e-mail offering practical hand-on Lean action planning in offices	High	Low	Low	High
Managers do not understand how to integrate Lean	6. Develop Lean body of knowledge related to the application of Lean tools	High	Low	Low	High
Lean training is not established as a priority by agency leaders	7. Develop agency-wide Lean deployment strategy	High	High	Low	High
Agency leaders have competing priorities	8. Require executive leadership to determine and communicate expectations for Lean across each Administration	Moderate	High	Low	High

Action Plan

ID#	Problem to be solved	Action Item	Lead	Due Date	Status
1	Managers don't understand Lean	Develop mandatory training series for managers that holds them accountable for learning (e.g., homework)	Linda Kleingartner	8/01/2014	Done
3	Managers have competing priorities/Don't understand how to integrate Lean	Create visual tool for managers to articulate their priorities so that Lean coordinators can provide technical assistance on how to integrate Lean	Julie Thumser-Kerlee	4/30/2014	Done
4	Don't know/have/use alternative (non-email) methods of communication	Develop Lean communications plan utilizing alternative methods of communication (e.g., posters, videos, handouts, brochure, newsletters, t-shirts, in-person presentations)	Jeremy Satre	9/1/2014	Ongoing
5	Managers don't understand how to integrate Lean	Develop e-mail offering practical hands-on Lean action planning in offices	Shawna Miller	3/31/2014	Done
6	Managers don't understand how to integrate Lean	Develop Lean body of knowledge related to the application of Lean tools	Helen Sick	5/31/2014	Done
8	Agency leaders have competing priorities	Require executive leadership to determine and communicate expectations for Lean across agency/each Administration	Linda Kleingartner	4/30/2014	Done

Evaluate Results Standardize then Repeat