Colorado’s Lean Journey
Lean in Colorado

• Colorado Governor Hickenlooper’s vision of state government becoming more efficient, effective, and elegant.

• Lean efforts in the state began in 2011

• The Lean program demonstrates a leap in innovation through:
  o Inclusiveness across all Executive Branch departments
  o Identification of "the customer" in a public sector workplace
  o Treating employees with respect

• https://www.colorado.gov/pacific/performance-management/lean-program
Lean Training

- State of Colorado eLearning program
- Four Training modules:
  - Sponsor
  - Lean Project Leader
  - Lean Champion
  - Team Member
- 44 DMV employees completed Yellow Belt certification
• Each Colorado DMV section “owns” their own Lean initiatives and has Lean requirements within their performance plan

• Recent Lean efforts include:
  • Standardizing the exceptions process
  • Working through phone messaging and flow to make phone contacts more convenient and productive
  • Cross training employees within their sections to be able to provide additional help when needed
  • Providing better organization in storage areas
Empower and build confidence in lower level managers:
  o “Positive Change” is possible to improve processes
  o Move away from the ‘that’s the way it’s always been done’ mentality
  o Recognize waste and understand how it adversely impacts efficiency of work unit
  o Managed process change ensures consistent implementation

Builds team approach through the expectation to work together in developing solutions to problems

Encourages employees at all levels to bring forward recommendations for process improvements

Helps remove silos and promotes communication between work units

Status Boards provides all staff visual record of daily / YTD performance -- observable results

Prepared managers and employees for changes due to DRIVES