

EPA State and Tribal ELMS Deployment Program Readiness Assessment

Version 8/19/19

Background

The EPA Lean Management System (ELMS) uses Lean principles and tools paired with routine monitoring, measurement, and engagement to identify process issues, solve problems, and sustain improvements. In the spirit of continuous improvement, EPA would like to share its experience implementing ELMS with select state and Tribal partners.

The State ELMS Deployment Program includes pre-, during-, and post-deployment requirements such as:

- Pre-work for staff and managers attending each of the training modules;
- The identification of an individual who will serve as the Team's State or Tribal ELMS Champion
 - The Team's State or Tribal ELMS Champion will learn the content with the intent of co-facilitating the initial deployment with the EPA Coach and leading subsequent deployments in the organization, if so desired;
- A one-hour meeting with the Champion to familiarize them with the pre-work and their role in helping the team prepare for the training;
- Four, two-and-a-half to three-hour training sessions (two per day for two consecutive days);
- A post-deployment visit about one month after the team is trained to review the visual management boards, provide feedback and answer questions; and
- A two-hour post-deployment coaching session for first-line supervisors and Office Director to familiarize them with their role and responsibilities post-ELMS deployment (e.g., nuts and bolts of facilitating huddle meetings, pitfalls to avoid, etc.)

Readiness Assessment Elements

States and Tribes interested in moving forward with ELMS Deployment will complete an ELMS Deployment Readiness Assessment. This document will provide EPA with the information needed for staffing and prioritizing the scheduling of the deployments.

The assessment facilitates an internal evaluation of leadership support, staff and manager's readiness and documentation of how your organization will or has already begun to act on each deployment element. Readiness for ELMS includes these basic elements:

1. Understanding the process to which the ELMS system is being applied, including:
 - a. What the process is.
 - b. What improvement is needed or what you're trying to get better at, e.g., quality of staff experience, quality of product or process, easily knowing up-to-date status of requests/products, timeliness of service or product completion.



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- c. Any information you have supporting the need for the improvement (ideally expressed quantitatively, but qualitative information may suffice as a starting point).
2. A commitment from the organization's Senior Leaders (Permit Office Director, first-line supervisor and Department/Agency Director) regarding their commitment that:
 - a. The supervisor and the team will attend the training sessions, set up the visual management and leader standard work tools, and use them consistently.
 - b. The team will share their performance results (successes and challenges with EPA's Office of Continuous Improvement), as well as experiences and lessons learned with others who have questions about the lean management system.
 - c. The supervisor and/or mid-level manager will attend a training designed to prepare them for their pivotal role in the success of ELMS.
3. Identification of an individual to serve as the Team State or Tribal ELMS "Champion" to:
 - a. Support the training logistics
 - b. Attend approximately 20 hours of combined Team Champion and staff deployment training
 - c. Assist in prepping the team for deployment
 - d. Assist the teams in standing up their visual management after the deployment training week
 - e. Sustain successful ELMS implementation
4. A signed cover letter from the senior leader in the organization (State Commissioner, or Agency Director) indicating support for the ELMS deployment.

ELMS Readiness Assessment submissions must be emailed to OCI's OD Stefan Martiyan at: martiyan.stefan@epa.gov.

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Attachment 1: Example ELMS Deployment Readiness Assessment

1. Understanding Our Process
 - a) We plan to improve the issuance of our state industrial wastewater permitting process
 - b) We would like to get better at consistently processing permits within the pre-established time frames identified in our state strategic plan
 - c) In addition, the current team is made up of ten people, three are eligible for retirement. As valuable team members contemplate retirement, we need to do succession planning. We believe a standard process and visual management will help us better understand, refine, document, and manage our process.
 - d) Over the past year, our office processed 1,000 permits. Three hundred of those permits were late. While we don't know with any certainty, we think the permit delays were related to incomplete information in the initial application.

2. Full Commitment
 - a) Our first line supervisor and staff will attend all training sessions and will set up the visual management and leader standard work tools. We commit to using them consistently.
 - b) Managers will begin to introduce the concept of ELMS deployment at staff meetings starting in September.
 - c) The Team designated for the deployment will review and complete pre-work materials
 - d) Our team recognizes the importance of sharing results, experiences, and lessons and we will share this information as we move through our ELMS deployment.
 - e) Jane Doe and Sam Smith are the mid-level manager and first-line supervisor, respectively, who own this process. Both managers are aware and committed to dedicating the needed time for the training and are aware of their needed involvement beyond the training.

3. ELMS Team Champion
 - a) We've identified Joseph Johnson as our State ELMS Team Champion. Joseph has an interest and some exposure to Lean and continuous process improvement. In addition, he has a great understanding and command of the soft and hard skills needed to support all levels of management and staff as we move towards a culture change. His positive energy and willingness to learn has been an asset to our work unit and will also benefit your growing cadre of ELMS Champions. Joseph's supervisor has agreed to allow him to dedicate 25% of his time towards

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the deployment of ELMS for the next 3 months with the intent to reassess at that point.

4. Senior Leader Support

- a) Attached is a signed letter from our organization's Commissioner indicating her acknowledgment and commitment to this important effort.