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PROCESS IMPROVEMENT

MSATA 2018

Lean and IDR

- Iowa Department of Revenue has completed 13 successful Lean events
 - Protest process, Fiduciary process, Business Property Tax Credit, Forms process, Garnishments and the Audit process

What is Lean?

- Collections of principles, methods, and tools that improve the speed and efficiency of any process by eliminating waste.

How does Lean work?

- ◎ Clearly defines value for a specific service or product from the customer's perspective.
- ◎ Identifies waste
 - Eliminating waste is the greatest potential source of improvement in process performance and customer service.

Lean methods and tools apply to any process where an employee:

- Chases information in order to complete a task
- Must jump through multiple decision hoops
- Performs work in batches
- Finds work lost in the "white space" between organizational silos

Why use Lean?

- ① Eliminate or dramatically reduce backlogs
- ① Reduce lead times by more than 50%
- ① Decrease the complexity of processes
- ① Allocate more staff time to "mission critical" work

What is a Kaizen event?

- ⦿ A highly focused, action oriented event
 - Clear objectives
 - Measurement focused
 - Data driven and fact based
 - Uses creativity before capital
- ⦿ Five days in length
- ⦿ Empowered team takes action to improve a specific process
- ⦿ The new process is designed immediately

Benefits

- ① Outside perspectives
- ① Networking within your own agency
- ① Document the process
 - Identify current steps
 - Identify areas of waste

Challenges

- ① Stressful and exhausting experience
- ① Variety of opinions
 - Difficult for some people to not take things personally
- ① Implementation of changes
 - Change is hard

“Any change, even a change for the better, is always accompanied by drawbacks and discomforts.”

-Arnold Bennett