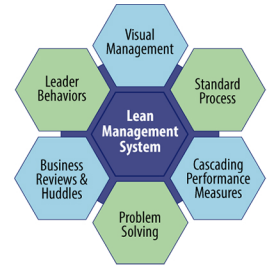


EPA LEAN MANAGEMENT SYSTEM (ELMS) FACT SHEET FOR STATES AND TRIBES

What is ELMS?

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.

ELMS consists of Lean tools and behaviors that assist organizations with sustaining lean activities and ultimately leads to an efficient organization. ELMS consists of six elements: **(1) Problem Solving, (2) Leader Behaviors, (3) Standard Work, (4) Business Reviews, (5) Cascading Measures, (6) Visual Management.** Our Lean Management System is a complement to Lean activities and is seen as a constant driver towards excellence.



How Can ELMS Help You?



- Use **flow boards** to display the status of your work on the walls
- Use **performance boards** to identify and monitor progress toward set targets and manage workload distribution
- Create a more **transparent** and **accountable** workplace



- Identify small **problems** before they become big problems
- Generate **solutions** to fix problems that cause you pain



- Ensures the products and services produced by the process are delivered in a **timely** manner and are of **consistent** quality
- Create and **improve predictability** for staff and customers



- Track process-level metrics to help determine if your organization will meet **long-term** strategic goals

Name **1** Thing You Want to Get Better at:

Do you want your office to be more reliable? Faster? Producing higher quality work? Less frustrating? Just better?

ELMS TRAINING AND IMPLEMENTATION

COACHING FOR MANAGERS

- Mid-level managers and front-line managers will be coached and trained on their role in ELMS post-deployment.
- Topics include: The manager's role in ELMS Deployment, Leader Standard Work, Huddles, Making Boards More Effective, What does a Lean Manager Do, and Problem Solving.

TRAINING AND IMPLEMENTATION FOR TEAMS

- ELMS deployment is composed of a 1-day train the trainer day for ELMS State and Tribal Champion(s) followed by 2.5 days where the trained Champion(s) will partner with EPA staff to co-deliver the training modules to an initial set of teams from your organization.
- Each team must pick the permit process they want to get better at; at the end of the training the team will have the key components of a visual management system completed for that process.

ELMS DEPLOYMENT SCHEDULE

TRAINING CONTENT

Train-the-Trainer: ELMS Champions learn all the content



SIPOC

Output: High-level map of the Suppliers, Inputs, Process steps, Outputs and Customers (SIPOC) for your process.



CASCADING MEASURES

Output: Measures to assess the operational health of the unit's process and the achievement of the organization's goals.



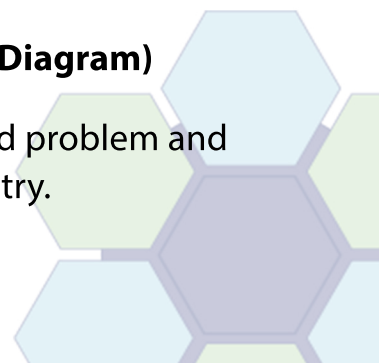
VISUAL MANAGEMENT (Flow Boards and Performance Boards and Huddles)

Output: Unit level performance boards and process-level flow boards.



BASIC PROBLEM SOLVING (5 Whys, Fishbone Diagram)

Output: Identification of a simple process-related problem and solutions to address the issue via an action registry.



EPA State and Tribal ELMS Deployment Program Standard Work

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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. This document provides guidance and a standard approach for EPA's Office of Continuous Improvement (OCI) and Regional interactions with states and Tribes interested in ELMS Deployment.

Focus and Potential Universe

EPA's primary interest is in assisting states and Tribes by focusing ELMS Deployment on permit programs. Although there may be keen interest from states and Tribes in applying ELMS to a variety of programmatic and administrative/operational areas, at this time EPA only seeks to invest its time, expertise and resources on permit programs – its current strategic priority. EPA will prioritize its efforts by working with states and Tribes who share the agency's interest in and enthusiasm for improving the permitting process. The potential universe includes all 50 states and all recognized Tribes.

EPA intends to work with states and Tribes on a variety of permit processes including but not limited to water, air quality and hazardous waste permits. The agency will focus on permits issued by states and Tribes on behalf of EPA including authorized and delegated permits.

Identify Potential States

EPA seeks to partner with states and Tribes that are early adopters and have senior leadership buy-in. In the initial phase of the roll out of the State and Tribal ELMS Deployment Program, we anticipate potential candidates will emerge primarily through self-identification; specifically, an expression of interest to OCI directly, through an EPA Region or through ECOS (Environmental Council of States). States and Tribes may also contact EPA through other mechanisms, including but not limited to various regional planning organizations.

As state and Tribal interest and EPA's capacity grows, OCI may explore additional mechanisms for communicating opportunities for participation in the ELMS Deployment Program.



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Schedule Informational ELMS Presentation

In response to inquiries from early adopters, OCI will contact the state and Tribal organization to gauge interest and commitment of senior leadership, will notify the EPA Regional ELMS Coordinator in which the state or Tribe is located, and will schedule an initial informational presentation to introduce ELMS.

The EPA Team may include the OCI Office Director (OD), an OCI Improvement Specialist, EPA's Permit Specialist (an individual who has experience issuing permits at both state and federal levels) and the Regional ELMS Deployment Coordinator.

Invitees for Initial Informational Meeting

For the initial meeting, representatives from the state or Tribal organization should include, the Lean/Lean Six Sigma/Process Improvement (or equivalent) contact (if one exists), the state or Tribal ELMS Deployment Coordinator, senior leadership of the state or Tribal permitting program, the first line supervisor(s) for the Permit Team(s) selected to go through the deployment training, and the Director of the Environmental Department/Agency to ensure buy-in and leadership support at the highest level of the organization.

Completion of Readiness Assessment

The 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 the Office Director to familiarize them with their role and responsibilities post-ELMS

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deployment (e.g., nuts and bolts of facilitating huddle meetings, pitfalls to avoid, etc.).

States and Tribes interested in moving forward with ELMS Deployment will complete an ELMS Deployment Readiness Assessment (<http://intranet.epa.gov/oci/deployments.html>). This document will provide EPA with the information needed to prioritize scheduling of the deployments. Readiness for ELMS deployment includes four basic elements:

1. Understanding the process to which the ELMS system is being applied.
2. A commitment from the organization's Senior Leaders (Permit Office Director, first-line supervisor and Department/Agency Director) regarding their commitment to attend the training session, set up the visual management and leader standard work tools, and use them consistently; share their successes and challenges with EPA.
3. Identification of state representative/contact to serve as the Team State or Tribal ELMS Champion to assist in prepping the team for deployment.
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.

Scheduling Deployment

Upon completion of the Readiness Assessment, OCI will partner with the EPA Regional ELMS Deployment Coordinator and the appropriate parties to schedule a deployment date. Typically, a minimum lead time of six to eight weeks is needed. The state or Tribe may identify one or multiple permit teams to participate in ELMS Deployment.

ELMS Deployment

Pre-Work

OCI and/or the Regional ELMS Coordinator will schedule a meeting to review and coach the ELMS State or Tribal Champion on the completion of Pre-work with the team. EPA will conduct routine progress check-ins leading up to deployment.

EPA OCI and/or Regional ELMS Coordinator will coordinate with the designated state or Tribal contacts regarding logistical arrangements, to share the agenda, handouts and



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templates with the team as well as discuss room setup for training and supplies needed for the training.

Management Coaching

OCI's OD (or designee) will provide post-deployment coaching for the permit team's OD and first line supervisor. This training will take place after deployment and will last approximately 2 hours.

Content

The State-Tribal ELMS Deployment Pre-Work and training decks will be the primary source of materials used. These materials have been modified to include permit-specific examples. In addition, the materials and resources referenced below will be used in support of State and Tribal ELMS Deployment.

Materials and Resources

- State and Tribal ELMS Deployment Readiness Assessment
- State and Tribal ELMS Deployment Fact Sheet
- ELMS Glossary of Terms
- State and Tribal ELMS Pre-work Fact Sheets
- State and Tribal ELMS Deployment Training Slide Decks
- ELMS Content Assignment Sheet
- ELMS Deployment Flow Board and Performance Board Templates
- ELMS Post-Deployment Training for Managers

Deployment and Follow up Visit

An OCI Improvement Specialist and/or Regional ELMS Coordinator will facilitate or co-facilitate the ELMS deployment and will participate in a follow up deployment visit approximately one month after the initial deployment and up to two additional follow up visits may be scheduled if warranted.