



# IOWA PARTNERS IN EFFICIENCY AWARD

## Instructions/Criteria

<p><b>ELIGIBILITY</b></p>	<p>Eligible nominees include any not-for-profit:</p> <ul style="list-style-type: none"> <li>❖ City / County / State entities</li> <li>❖ Regents institutions / Community colleges</li> <li>❖ K-12 schools</li> <li>❖ Nonprofit or benefit organization</li> <li>❖ Non-government organization (NGO)</li> </ul>
<p><b>CRITERIA</b></p>	<ul style="list-style-type: none"> <li>❖ Must be a significant process improvement with measurable results.             <ul style="list-style-type: none"> <li>▪ Examples of measurable improvements include: Reduce lead times, reduce cost, elimination of paper, cost avoidance, improve services at the same or lower cost, increase revenue, labor savings, etc.</li> </ul> </li> <li>❖ The improvement must be accomplished via a Lean tool.</li> <li>❖ The improvement must benefit Iowa citizens or improve Iowa's economic competitiveness.</li> <li>❖ Process improvements must be implemented and in use for a minimum of 90 days.</li> <li>❖ Key processes may include:             <ul style="list-style-type: none"> <li>▪ Grants, licenses, permit application submission and approval, key administrative processes, processes where Iowa citizens or businesses are ultimate stakeholders, etc.</li> </ul> </li> </ul>
<p><b>INSTRUCTIONS</b></p>	<ul style="list-style-type: none"> <li>❖ Follow application format. See sample answers on following pages.</li> <li>❖ 2020 applications must be submitted by June 30.</li> <li>❖ Electronic submissions ONLY, no paper submissions accepted. Send to: <a href="mailto:tschust@iastate.edu">tschust@iastate.edu</a>.</li> <li>❖ Finalists may receive a site visit and have the opportunity to provide additional information.</li> </ul>



**IOWA PARTNERS IN EFFICIENCY  
AWARD APPLICATION**

**SAMPLE**

**2020**

The Iowa Partners in Efficiency Award recognizes a team or work unit within a not-for-profit that, through the use of Lean tools and techniques, significantly and measurably increases productivity and promotes innovation, resulting in the improvement of delivery of services to the benefit of citizens of Iowa and the private sector.

**Activity/Event must have occurred no earlier than January 2016**

**Improvements must be implemented and in use for a minimum of 90 days**

**Timeline**

- Award applications accepted March 1 - June 30, 2020.
- Finalists selected July 31, 2020
- Top three finalists may receive an on-site visit as part of the evaluation process
- Award made at the ILC Annual Fall Conference October 28 or 29, 2020

<b>NOMINATOR'S INFORMATION</b>	<b>Name:</b> <b>Agency/Organization:</b> <b>Address:</b> <b>City, State:</b> <b>Zip:</b> <b>Phone:</b> <b>Email:</b>
<b>DESCRIPTIVE TITLE OF NOMINEE'S ACHIEVEMENT</b>	Improved scan center process for efficiency and accuracy.  Note: The achievement title should be EIGHT (8) words or less; it MUST begin with an ACTION VERB such as "Developed," "Reduced," "Streamlined," etc.; and, it should be understandable to people with no knowledge of your agency's operations.
<b>NOMINEE'S INFORMATION</b>	<b>Agency/Organization:</b> <b>Name of Team or Work Unit:</b>

	<b>Number of People on Team:</b>
<b>ACHIEVEMENT OVERVIEW</b>	<p>Please summarize the problem that this activity/event addressed, the strategy used to address it, and the impact achieved. What makes this activity/event worthy of nomination?</p>
	<p><b>Was there anything that made this activity/event exceptional in terms of innovation or creativity, initiative or perseverance of effort?</b></p> <p>The use of Takt time and visual management so the unit could monitor and adjust without administrative time and directives was a huge cultural and business change. This approach significantly changed the role of the supervisor and team for daily operations, with the team empowered to monitor and adjust and the supervisor supporting those efforts, and working more on strategic changes further down the road.</p>
<b>METHODOLOGY</b>	<p><b>What type of Lean methodology was leveraged to achieve the improvement? (including but not limited to, Rapid Business Process Improvement, Kaizen, A3, etc.)</b></p> <p>Kaizen, with Visual Management</p>
<b>TIMEFRAME</b>	<p><b>When did the improvement activity/event start?</b> 2/13/16</p> <p><b>When did the improvement activity/event end?</b> 2/17/16</p> <p><b>When was the improvement implemented?</b> 3/19/16</p>
<b>OPTIONAL INFORMATION</b>	<p><b>Is there any additional data, information, or explanation that you think will assist judges in understanding and appreciating your nominee's achievement? No extraneous attachments are allowed. The only things considered are those that are part of this application form.</b></p> <p>The use of Takt time was unique to determine workload balancing, and then the team came up with simple visual tools to help them know that flow was on target for the various functions in the process, and if not they knew how to respond to restore balance. The strategy was actually simple - create a visual cue, and when one function got behind staff shifted temporarily to that area to restore balance which only required some cross-training. This was never even thought of, let alone attempted previously.</p>


<b>MEASURABLE RESULTS</b>	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="text-align: left;">Measurable Results</th> <th style="text-align: center;">Before</th> <th style="text-align: center;">After</th> <th style="text-align: center;">% Improvement</th> </tr> </thead> <tbody> <tr> <td>Lead Time</td> <td style="text-align: center;"><b>48</b></td> <td style="text-align: center;"><b>8</b></td> <td style="text-align: center;"><b>-83%</b></td> </tr> <tr> <td>Process Steps</td> <td style="text-align: center;"><b>172</b></td> <td style="text-align: center;"><b>153</b></td> <td style="text-align: center;"><b>-11%</b></td> </tr> <tr> <td>Handoffs</td> <td style="text-align: center;"><b>8</b></td> <td style="text-align: center;"><b>6</b></td> <td style="text-align: center;"><b>-25%</b></td> </tr> <tr> <td>Delays</td> <td style="text-align: center;"><b>14</b></td> <td style="text-align: center;"><b>6</b></td> <td style="text-align: center;"><b>-57%</b></td> </tr> <tr> <td>Rework Loops</td> <td style="text-align: center;"><b>6</b></td> <td style="text-align: center;"><b>2</b></td> <td style="text-align: center;"><b>-67%</b></td> </tr> </tbody> </table>				Measurable Results	Before	After	% Improvement	Lead Time	<b>48</b>	<b>8</b>	<b>-83%</b>	Process Steps	<b>172</b>	<b>153</b>	<b>-11%</b>	Handoffs	<b>8</b>	<b>6</b>	<b>-25%</b>	Delays	<b>14</b>	<b>6</b>	<b>-57%</b>	Rework Loops	<b>6</b>	<b>2</b>	<b>-67%</b>
	Measurable Results	Before	After	% Improvement																								
	Lead Time	<b>48</b>	<b>8</b>	<b>-83%</b>																								
	Process Steps	<b>172</b>	<b>153</b>	<b>-11%</b>																								
	Handoffs	<b>8</b>	<b>6</b>	<b>-25%</b>																								
	Delays	<b>14</b>	<b>6</b>	<b>-57%</b>																								
	Rework Loops	<b>6</b>	<b>2</b>	<b>-67%</b>																								
<p><b>Net Value Added</b> (<i>check all that apply</i>):</p> <p><input type="checkbox"/> Cost Savings:      Annual      \$      One-time \$</p> <p><input type="checkbox"/> Revenue Increase: Annual \$      One-time \$</p> <p><input checked="" type="checkbox"/> Labor Efficiency: (Redeployed or freed up resources) 5 FTE's</p> <p><input type="checkbox"/> Quality Improvements (define):</p> <p><input type="checkbox"/> Other:</p>																												

--	--

<b>SIGNIFICANCE OF THE ACHIEVEMENT</b>	All achievements nominated must address each of the following items:
--	--

	<p><b>My nominee’s achievement solved a problem, improved a service or product, or improved an efficiency deficit:</b></p> <p>The delays in scanning paper documents required in the electronic process was intended to reduce handling and speed up accuracy and reduce lead time - but scanning was actually adding time, delaying customer products, and creating some federal audit risks because the unit was not able to meet expectations for timeliness. The delay also created extra work when customers checked on the status of their work, taking staff off-line by checking and double-checking which backed up work queues rather than producing work.</p>

**My nominee's achievement utilized a structured improvement process. Please draft a summary that indicates whether the nominee's achievement includes a continuing Control Plan/Visual Controls.**

The team used a Kaizen over five days, with old and new process mapping, brainstorming and de-selection. The team also used and continues to monitor Takt time to balance resources to demand, and created simple visual cues to indicate when staff resources need to shift from one task to another to keep the balance between demand and resources. Monitoring continued formally for one year, and the unit staff and supervisor now use and adjust regularly using the Lean tools and approaches they've learned with only occasional consultation with the Lean facilitator.

**My nominee's achievement demonstrated sustainment for: (select one)**

- A minimum of 90-days
- One year or longer
- Over 2 years

**Who are the stakeholders and how were they involved in the improvement process?**

The primary stakeholders were other agency staff further downstream in the business process "waiting" for the documents to be scanned into electronic documents to be processed. Several of those staff were involved in the Kaizen and follow up efforts. They helped to identify for example that the scan priorities were mis-aligned with the core business priorities, and helped to construct effective channels of communication so everyone always knows what current turnaround times are, which helped to reduce continuously checking back for client by client status reports. The stakeholders also designed stakeholder surveys - pre and post - to measure improvement and additional opportunities for future improvements.

**My nominee's achievement produced a service that benefits citizens or private sector.**

- **How will this improvement benefit the citizens of Iowa?**
- **Will this improvement have an impact on business and Iowa's economic competitiveness?**

The citizens of Iowa applying for public services benefit by more quickly receiving the services and supports they apply for, with less fuss and exhorting the process along - no longer a need to be a squeaky wheel.

	<p><b>My nominee's achievement can be replicated. Please draft a summary that indicates whether the nominee's achievement has been partially or fully replicated and implemented within and/or outside the department (section/division/unit/etc.).</b></p> <p>Every single one of the strategies used in this process should be able to be generalized to any other project using scanning processes as one means to create electronic documents. The tools and strategies are fairly simple, but teaching the new way of thinking and working is not easy - and the other lesson well learned here was the role and involvement of supervisors and management in initiating the process and supporting it on down the road.</p>
<p><b>ENDORSEMENT OF NOMINATOR</b></p>	<p>I, _____, hereby recommend the above nominee.</p> <p>Title:</p> <p>Date:</p>
<p><b>ENDORSEMENT OF ORGANIZATION HEAD OR DESIGNEE</b></p>	<p><b>The responses to the questions on this nomination form have been presented by the nominator and/or awards coordinator as accurate and complete. Check box to attest that the application has been endorsed by organization head or designee.</b></p> <p>Organizational Head or Designee</p> <p>Title:</p>

**For questions contact [tschust@iastate.edu](mailto:tschust@iastate.edu)**