

Lean Management in Government

Taking Action When Action Is Needed

Tracy Owens, CQE

What types of **PROBLEMS** do we encounter?

SPEED

ACCURACY

What do we want to do with **PROBLEMS**?

- Prevent them from happening
- Resolve them more quickly
- Resolve them the first time
- Resolve them completely

How do we know which **PROBLEMS** are most important?

Voice of the Customer

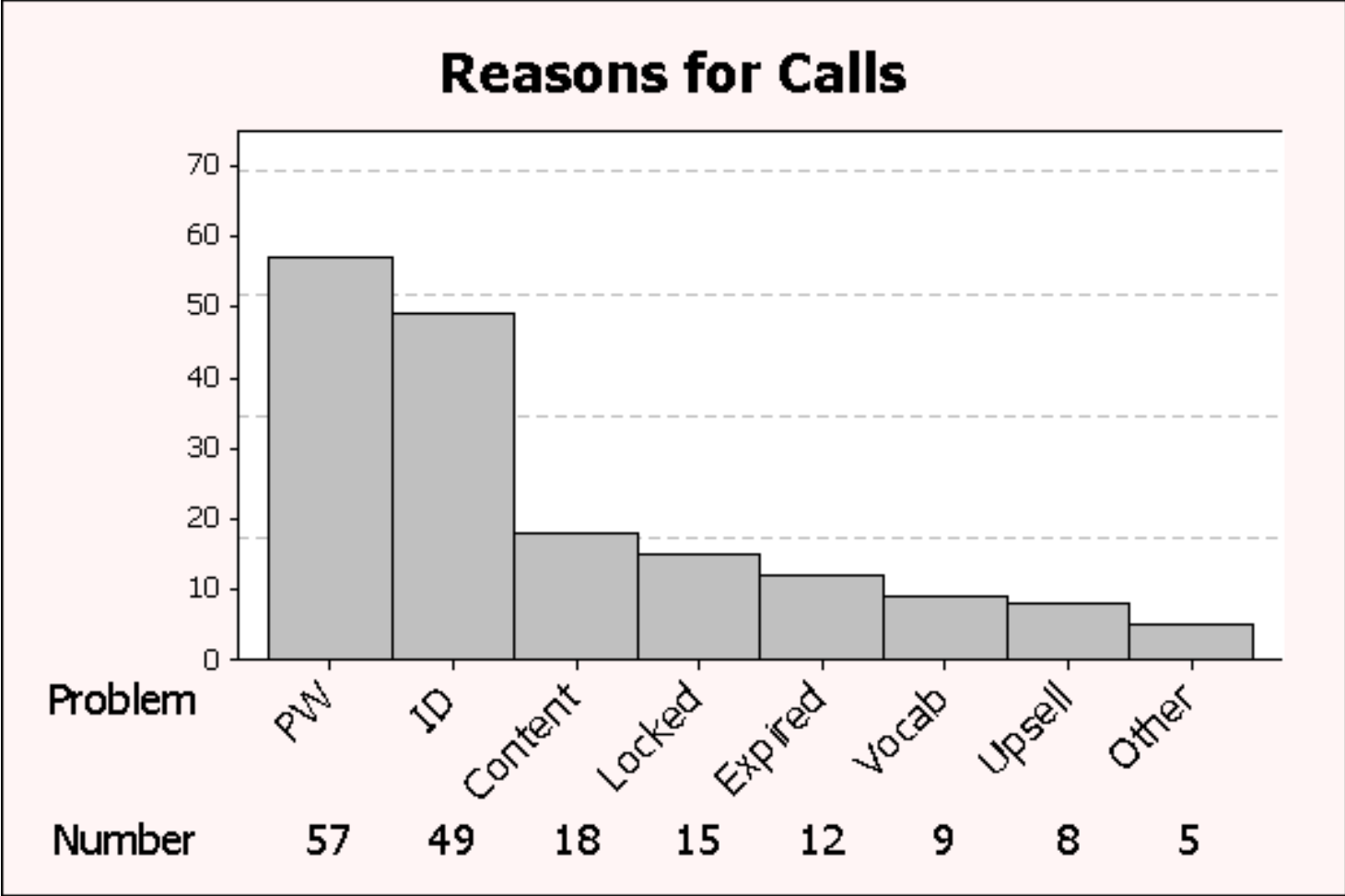
Voice of the Process

Voice of the Business

Voice of the Employees

The Pareto Chart

A list of **PROBLEMS** in order of their frequency



What **PROBLEMS** are handled by your team most often?

Track the reasons that people call you and your department

Prepare a Pareto chart for those reasons

Determine which types of calls can be

- handled more quickly
- prevented in the first place

“TRIPLICATE”

Fundamentals of Lean

Determine what **VALUE** you deliver to customers

Eliminate or minimize obstacles to delivering that **VALUE**

Look every day for more ways to improve the delivery of **VALUE**

The opposite of **VALUE** is **WASTE**

WAITING	MOTION OF OPERATORS
DEFECTS and REWORK	MOVEMENT OF STUFF
TOO MUCH INVENTORY	UNDERUTILIZATION
TOO MANY FINISHED GOODS	DOING MORE WORK THAN THE CUSTOMER WANTS

We'll focus on the top four today

How to deal with **WASTE**

Waiting

Defects and Rework

Motion of Operators

Movement of Stuff - “Transportation”

Where is **WASTE** in your department?

Track the waste and the sources of waste

Prepare a table counting the time wasted

Determine best intervention

- **Waiting:** move critical items to the front
- **Defects:** find the root cause(s)
- **Motion:** locate important files and materials close to you
- **Transportation:** don't make extra copies or duplicate reports

Closing Thoughts

Study the process enough

- Not too little, you might make decisions based on insufficient data
- Not too much, you might wait too long to make the right decision

Gather input from the operators

- Those who execute the process daily have the clearest understanding of the work, and they have thought about ways to improve it

Celebrate success!

Contact:

Tracy Owens

3-point@att.net

937-309-0567