

Local Government  
**REIMAGINED CONFERENCE**

FEBRUARY 22-24, 2023 OKLAHOMA CITY, OKLAHOMA

# Lean Management in Government

## Taking Action When Action Is Needed

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**ICMA** | conference

# 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

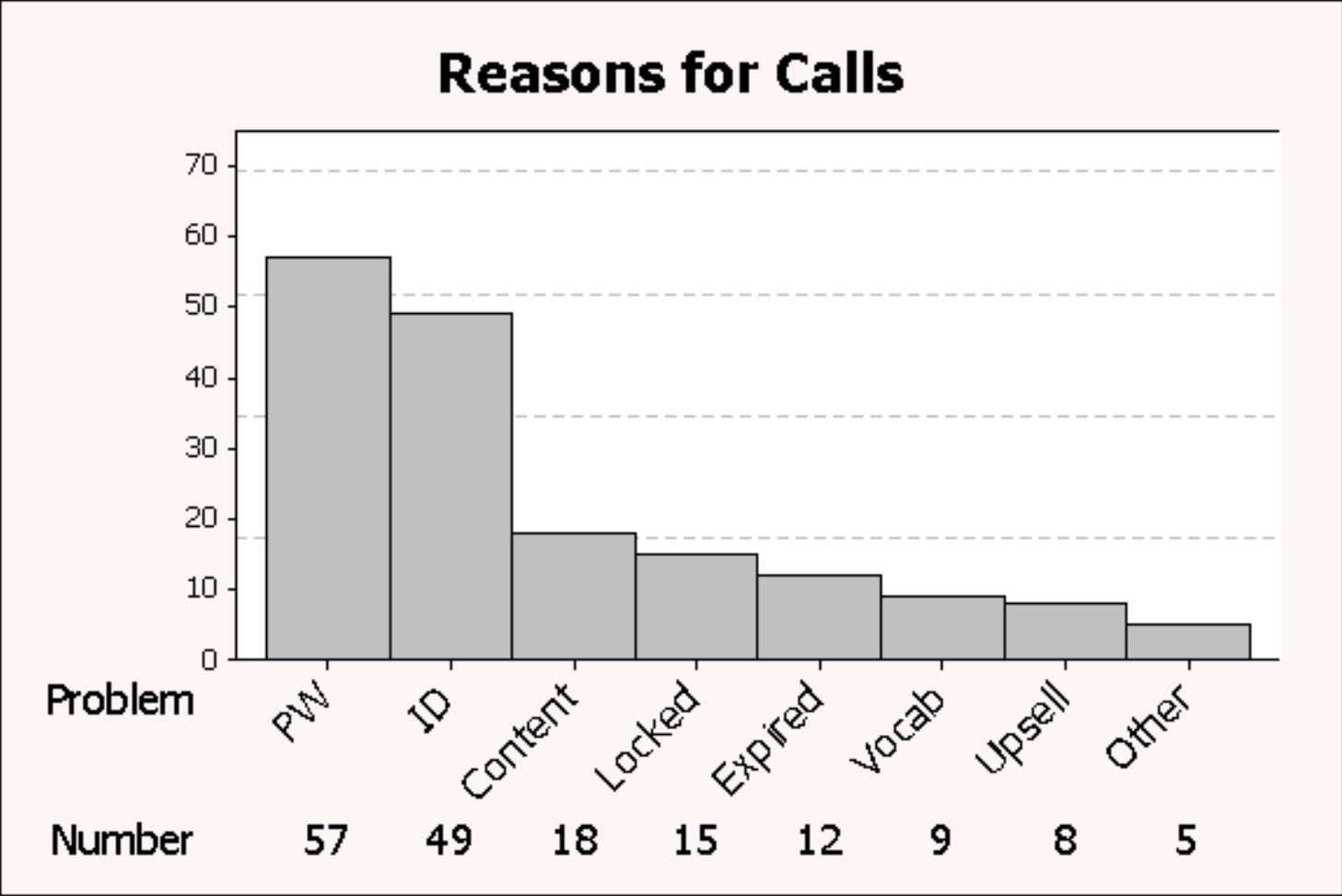
Voice of the Process

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

# Which Problems to Address

Large problems often require large projects



# 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**

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

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:

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