Lean Management in Government
Taking Action When Action Is Needed

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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**

<table>
<thead>
<tr>
<th>Waiting</th>
<th>Motion of Operators</th>
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<tbody>
<tr>
<td>Defects and Rework</td>
<td>Movement of Stuff</td>
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<tr>
<td>Too Much Inventory</td>
<td>Underutilization</td>
</tr>
<tr>
<td>Too Many Finished Goods</td>
<td>Doing More Work Than The Customer Wants</td>
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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!
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