

Local Government

REIMAGINED CONFERENCE

FEBRUARY 22-24, 2023 OKLAHOMA CITY, OKLAHOMA

Lean Management in Government

Taking Action When Action Is Needed

Tracy Owens, CQE

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

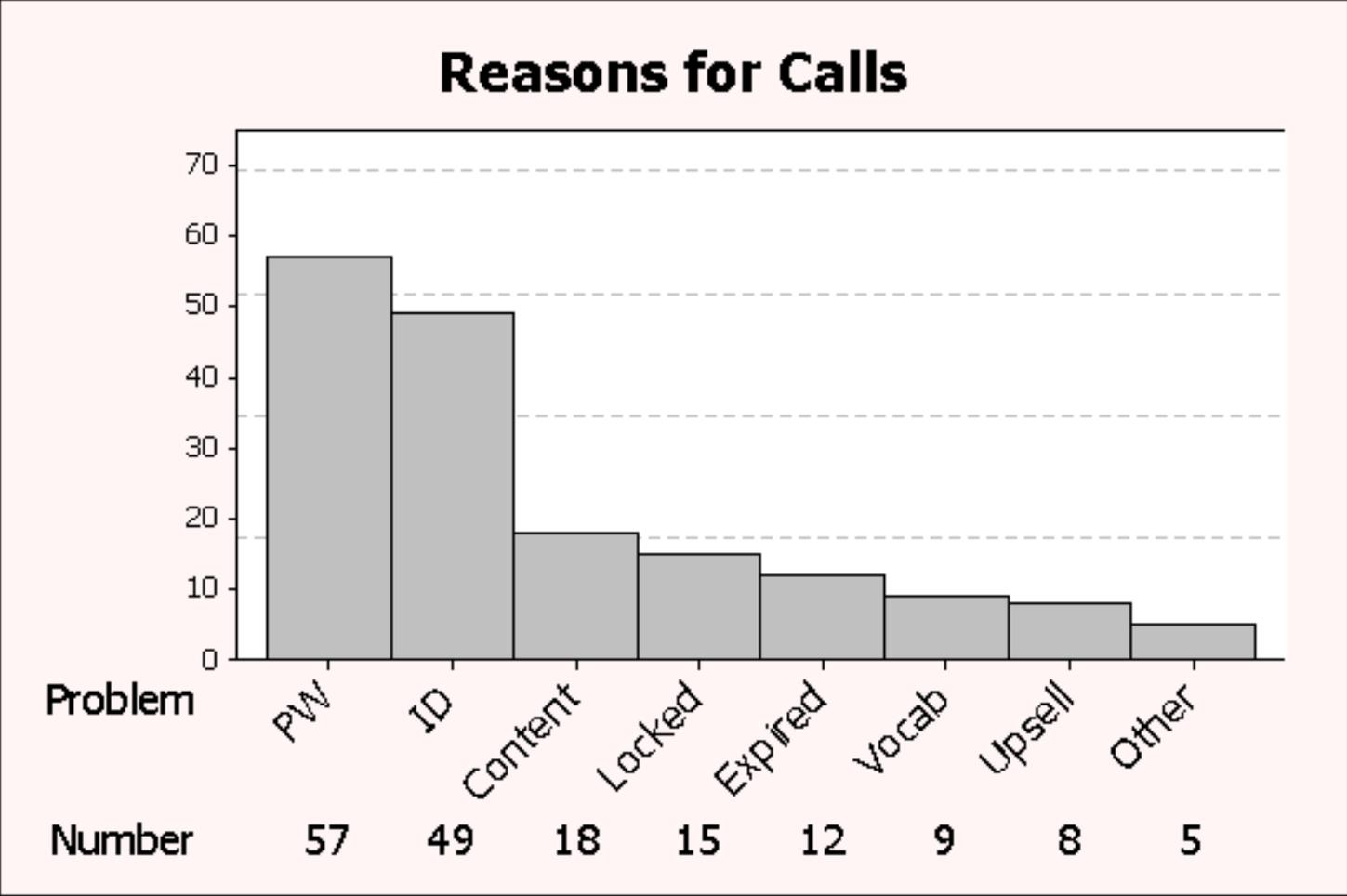
Voice of the Process

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**

| | |
|--------------------------------|--|
| 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