A PUBLIC-SECTOR JOURNEY TO LEAN: MANAGEMENT FOR OPERATIONAL EXCELLENCE

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Public Service Innovation Panel
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Lean is an organizational performance management system characterized by a collaborative approach between employees and managers to identify and minimize or eliminate activities that do not create value for the customers of a business process, or stakeholders.

--- Shayne Kavanagh & David Krings in Government Finance Review, December 2011, p. 19
Lean as a Management Trifecta

- Improve quality for customers
- Boost employee morale
- Enhance capacity for mission
Redeploy the capacity to mission and link Lean initiative to organizational strategy

“My organizational priorities are:
__________________________

“I would love to spend more time on ___ if only I could spend less time on ____.”
History of the term “lean”

The principles of Lean were identified and described by a team of MIT researchers as they studied the Toyota Production System.
Hierarchy and Control vs. Alignment of Authority and Responsibility

Front line workers as extensions of the machines

Front line workers are co-responsible for quality

Toyota’s Andon Cord

http://www.allaboutlean.com/andon/
Get the fat out of government....?

“...Unfortunately, there is no line item in the budget called “fat.”

Waste is interwoven in our processes
Find the fat by making the process visible
Identify the wastes such as excess processing and waiting for hand-offs
Example: NH Department of Revenue Meals & Rentals License Renewal Process

Lean project: Decreased license application reviews from seven times to one and eliminated photo copying. Results: 100% Compliant Operators’ Licenses were renewed before the expiration date of June 30, 2013.
Process Mapping is just one of many Lean concepts and tools including:

- 5S
- A3
- 5 Whys
- Gemba walks
- Standard work
- Visual management
- Pareto charts
- Spaghetti diagram
- Fishbone diagram
- PDCA
Managers’ Responsibility:
Confirm that Lean is not about cutting staff

“Drive out fear, so that everyone may work effectively for the company”
-- W. Edwards Deming

Example:

At the NH Department of Safety, jobs may change, but staff will not lose their livelihoods.

DOS Commissioner Barthelmes addressing the 2013 Lean Summit
Consider the morale impact of under-utilized human capacity

Enforcing “red tape” is wasteful and demoralizing
Lean processes prior to conducting IT projects

Automation applied to an efficient process will magnify the efficiency...
Automation applied to an inefficient operation will magnify the inefficiency.

- Bill Gates
A Model for Continuous Improvement

Leaders
Set goals
Provide resources

Lean Training
For all employees, for facilitators

Managers
Prepare charters, appoint teams and schedule Kaizen events

Lean practitioners

Projects
Implement
Communicate

Culture of continuous improvement
Apply tools & concepts for daily use
Checklist for a Lean Initiative

With a prerequisite of management commitment:

- Train staff
- Conduct projects and assure follow-through
- Document gains and celebrate successes
- Develop broad expertise in a range of tools
- Promote change agents
- Link projects to organizational strategy
- Network
- Build a cultural of continuous improvement
Sources

A Public Sector Journey to Lean: Fighting Muda in Times of Muri (Kate McGovern, 2019)

[Image of book cover]


Lean materials and programs by:


- Books and articles by W. E. Deming, Shayne Kavanagh, David Krings, Anthony Manos, Ken Miller, Mike Rother, John Shook, Natalie J. Sayer, Chad Vincent, Bruce Williams, and Jim Womack.