Optimize DLR: Inspire Change!

SEPTEMBER 11, 2019
What is Lean?

• Lean is a continuous process improvement philosophy
• Originally developed in the private sector by the Toyota Production System to eliminate waste in manufacturing
• Focuses on maximizing customer value while minimizing waste
Principles of Lean

- Define Value
- Map Value Stream
- Establish Pull
- Create Flow
- Pursuit Perfection
Understanding Value

Value Adding

Non-Value Adding

Value Enabling
## Types of Waste – DOWNTIME

<table>
<thead>
<tr>
<th>Waste Type</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disruption</td>
<td>Work sent with errors/mistakes, or incomplete resulting in disruptions in the process</td>
</tr>
<tr>
<td>Over Supplied</td>
<td>More supplies ordered or kept in office than needed.</td>
</tr>
<tr>
<td>Waiting</td>
<td>Material waiting is not material flowing. People waiting are not adding value.</td>
</tr>
<tr>
<td>Neglected Talent/Ideas</td>
<td>Not using the ideas and experience of the people doing the work. People are your greatest asset.</td>
</tr>
<tr>
<td>Transportation/Motion</td>
<td>Any motion that does not add value to the product or customer is waste.</td>
</tr>
<tr>
<td>Irrelevant Material</td>
<td>Outdated manuals, binders, and documents or material hoarder.</td>
</tr>
<tr>
<td>Excess Processing</td>
<td>Non required extra processing that does not add value to the customer or the goals of the org.</td>
</tr>
</tbody>
</table>
Lean Tools

Problem Solving

Process Mapping

Standard Work

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Kaizen

DIG
Lean Culture

True North

Continuous Improvement + Respect for People
Creating a Lean Culture

- Leadership
- Communication
- Empowerment
- Teamwork
Successes

• Converted to Desktop Depositing
  – Estimated savings = 750 staff hours
• Streamlined Daily Error Reports
  – Estimated savings = .5 FTE
• Generating E-File Audits
  – Estimated savings = 250 reams of paper, 4,360 staff hours, 80% less storage space
• Phone Rotation Changes
  – Estimated savings = 5 to 30 seconds a call
• Staples to Paperclips
  – Estimated savings = 10 to 15 seconds a document