
The UI Lean Experience –

A chance to help improve the University one process at a time.

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Organizational Effectiveness

UI's need for the Lean Process

In his January 2009 letter to faculty and staff, Provost Loh challenged us to “become even more efficient and more productive....more enterprising...by maximizing our resources.”

By doing so he said, “..we will emerge from this economic crisis a leaner, more enterprising, and stronger university in selected areas.”

Organizational Consultation



What is Lean?

- A proven long-term approach to improving processes within an organization by maximizing their value while reducing the waste.
- Allows an organization to do more with the same resources
- Encourages individuals to challenge preconceptions about the way they do what they do

What are the benefits?

Using Lean tools an organization can expect to:

- Decrease the complexity of processes
- Provide an opportunity for those who do the work to develop ideas for improvement and efficiency
- Improve the quality of applications and the consistency of reviews and/or approvals
- Allocate more staff time to “mission critical” work
- Improve staff morale
- Increase process transparency
- Gain a shared appreciation for the integral part each person plays in the process being reviewed.
- Creates an opportunity for dialogue between all units involved in the process

The Lean Mantra

- Simplify,
 - Eliminate,
 - Automate,
 - then Integrate
-
- Automating bad processes will not fix your problems.

Different Lean Tools

- Five S's – base level in a Lean organization
 - Office
 - Lab
 - Electronic
- Kaizen
- Burst

Lean events come in many forms depending on the tool used

- One on one (Five S)
- Small group process (Five S or Burst)
- A structured, participatory, and facilitated effort that re-evaluates tasks or processes based on current need. (Burst or Kaizen)

Lean Principles

- Value
- Value Stream
- Pull
- Flow
- Perfection

Value

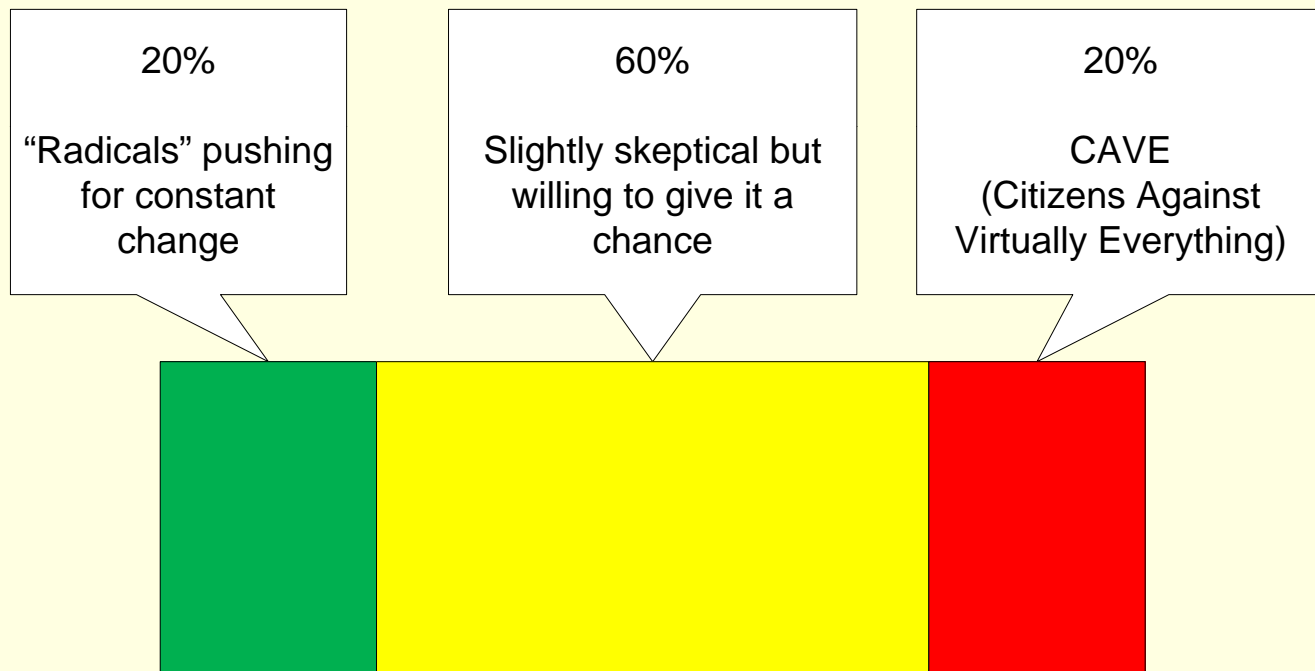
- **Value** is specified from the perspective of the client in this process
- It's about listening to the **Voice of the Client** in order to meet our client's requirements
- It's about recognizing and eliminating **Waste**

What are we looking for?

8 Forms of Waste

- Waste from Overproduction
 - **Producing services or information that no one needs / uses**
- Waste from Waiting
 - **Waiting for information or a process to be completed**
- Waste of Transportation
 - **Unnecessary report routing**
- Waste of Unnecessary Processing
 - **Multiple formats of the same information**
 - **Redundant or shadow processes**
- Waste of Excess Inventory
 - **Obsolete or redundant data on shared drives**
- Waste of Unnecessary Motion
 - **Searching for documents or other information**
- Waste from Product Defects
 - **Redoing applications or recreating reports**
- Waste from Behaviors or Underutilized People
 - **'We've always done it that way'**

Perceptions regarding change



What is the Five S Process?

- It's a structured organizational process proven to be effective over the last 60 years.
- Its purpose is to assist clients become more organized and productive by enhancing their ability to effectively collect, efficiently store and quickly retrieve relevant hardcopy and electronic information.

What are the Five Ss?

1. **Sorting:** Separating the needed from the not-needed
2. **Simplifying:** A place for everything and everything in its place, clean and ready for use
3. **Systematic cleaning:** Cleaning for inspection
4. **Standardizing:** Developing common methods for consistency
5. **Sustaining:** Holding the gains and improving

Benefits of Five S

- Improves the workplace
- Cleaner work areas
- More organization
- Safer working conditions
- Less wasted time completing work
- Efficient work processes
- Effective work practices
- Less space required

Office Five S Successes



Lab Five S Successes



How does a 'Kaizen' event work?

It works by bringing together:

- the leadership of a process, who have recognized a need and documented a "case for change",
- with customers, frontline workers, and other stakeholders in the process

in a structured, facilitated discussion lasting **up to** three full days.

Planning for a Lean event

- Two to three meetings are held with the event leadership formulating and refining the 'Case for Change' which includes:
 - Reason for needing the change
 - Objectives/Outcomes
 - Metrics for measuring success
 - Boundaries
 - Scope
 - Benchmarking
 - Participants
- Logistics and timing are decided

What happens during a Lean event?

- Document the Current State
 - Identify Value Added vs. Non-Value Added Activity - **Scrutinize EVERYTHING for waste!**
- Describe an Ideal State
- Develop a Future State
- Create Implementation Plan

Identifying Waste



Value-Added Activities

- An activity that transforms or shapes material or information
- And the client wants it
- And it's done right the first time



Non Value-Added – Needed Activities

- Activities causing no value to be created but which cannot be eliminated based on current state of technology or thinking
- Required (regulatory, customer mandate, legal)
- Necessary (due to non-robustness of process, currently required; current risk tolerance)



Non Value-Added Activities

- Activities that consume resources but create no value in the eyes of the client
- Pure waste
- If you can't get rid of the activity, it turns to yellow

Current State Assignment of Value



Discussing the Future State



What happens after a Lean event?

- **Implement**
 - This is where the real work takes place!
- **Sustain the gains**
 - Metrics play an important part
- **Continuously Improve**
 - Evaluate results and compare to goals
 - Celebrate accomplishments

Once you start implementing changes your future state then becomes your current state.

What is a 'Burst' event?

- Very narrow scope
- Short time frame – maybe less than one day
- Fewer people needed in the discussion (but not always)
- Fewer number of action items

Keys to Success

- Those who do the work should be those who develop the new process
- Involve all affected stakeholders
- Don't settle for the "easy" stuff
- Have resources available
- Do what we say we are going to do
- Make changes now
- Leadership determines the success or failure of any Lean initiative!!

Overview of Events

- In FY 2008 and to date in FY 2009 there have been or are scheduled 40 process improvement events.
- Most recent events have involved:
 - Parking Services
 - Human Subject Research Applications
 - Staff Tuition Assistance Program
 - Studio Arts Safety Program
 - UHL Laboratories of Limnology and Air Quality

Overview of Events

- Events have been or will be sponsored by units of Finance & Operations, VP for Research, Provost, Graduate College, Carver College of Medicine, and College of Liberal Arts and Sciences, and Division of Continuing Education.

Successes here at the UI

■ UHL Contract Process

- Reduced touch time by 75% while creating a consistent process

■ EOD recruitment process

- Decreased number of steps from 30 to 24
- Reduced requirement for applicant review

■ University Billing Office

- Decrease cost for mailing bills, target \$100,000 annually

Questions?

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