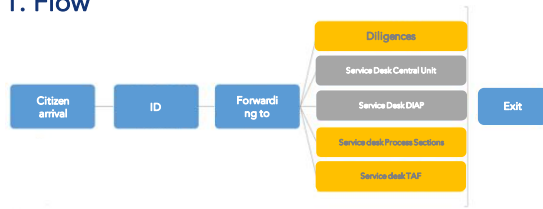# Process Efficiency in Public Sector

PICTURES BEFORE

1. Flow
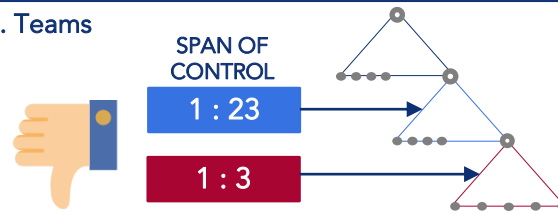

2. Productivity

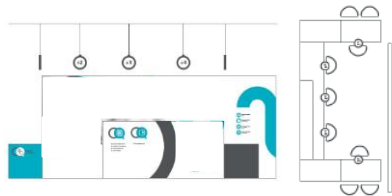1. Collecting and filling information
2. Notifications
3. Diligences and Protocols
4. Service Management
5. Accounting acts

19%
15%
13%
9%
5%

3. Lead Time

4. Teams

SPAN OF CONTROL

1 : 23

1 : 3

PICTURES AFTER

1. Flow

2. Productivity

3. Lead Time

4. Teams

SPAN OF CONTROL

1 : 13

1 : 6
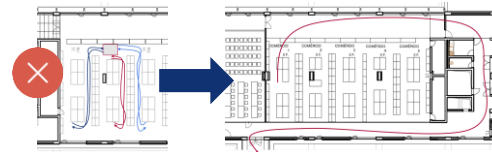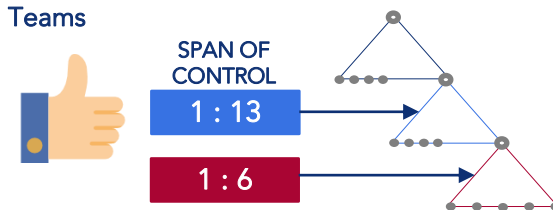
Problem

- Large number of pending cases
- High average process Lead Time
- Unbalanced distribution of workload between team members

Root causes

- Inefficiency in process handling as a result of non-value-added tasks and over-processing
- Lack of flow in process execution caused by errors, leading to process restarts
- Span of control did not allow for appropriate management and reporting
- Poor planning: workload at each process step versus resource capacity

Solution approach

- Mizusumashi to reduce time spent on document transportation and create pace
- Process Design to reduce redundant or non-value-added tasks, creating flow and reducing process Lead Time
- Office Standard Work to improve task efficiency and automate procedures
- Daily KAIZEN™ and Leaders KAIZEN™ to adjust span of control to a manageable ratio; help plan team workload and keep track of service level KPIs on a regular basis

Benefits

Payback period **5.5** months

Savings **£530k/year**

-25% Time spent non-value added tasks

+15% Productivity

-10% Total Inventory

-100% Consumable stockouts