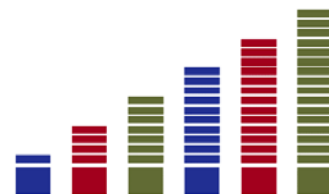
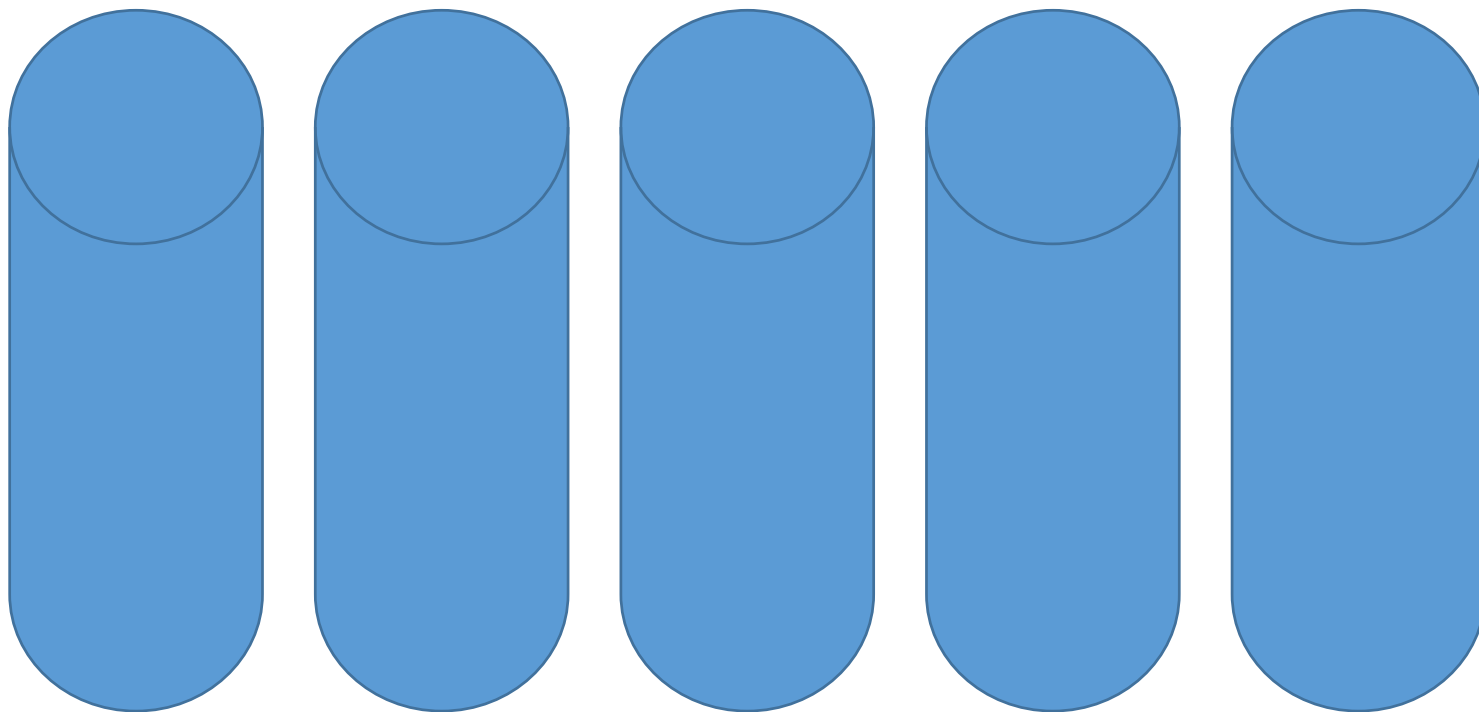


Creating flow and reducing cycle time by reorganising teams around components

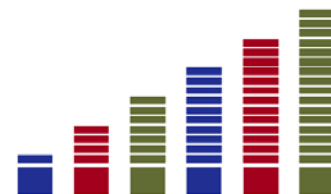
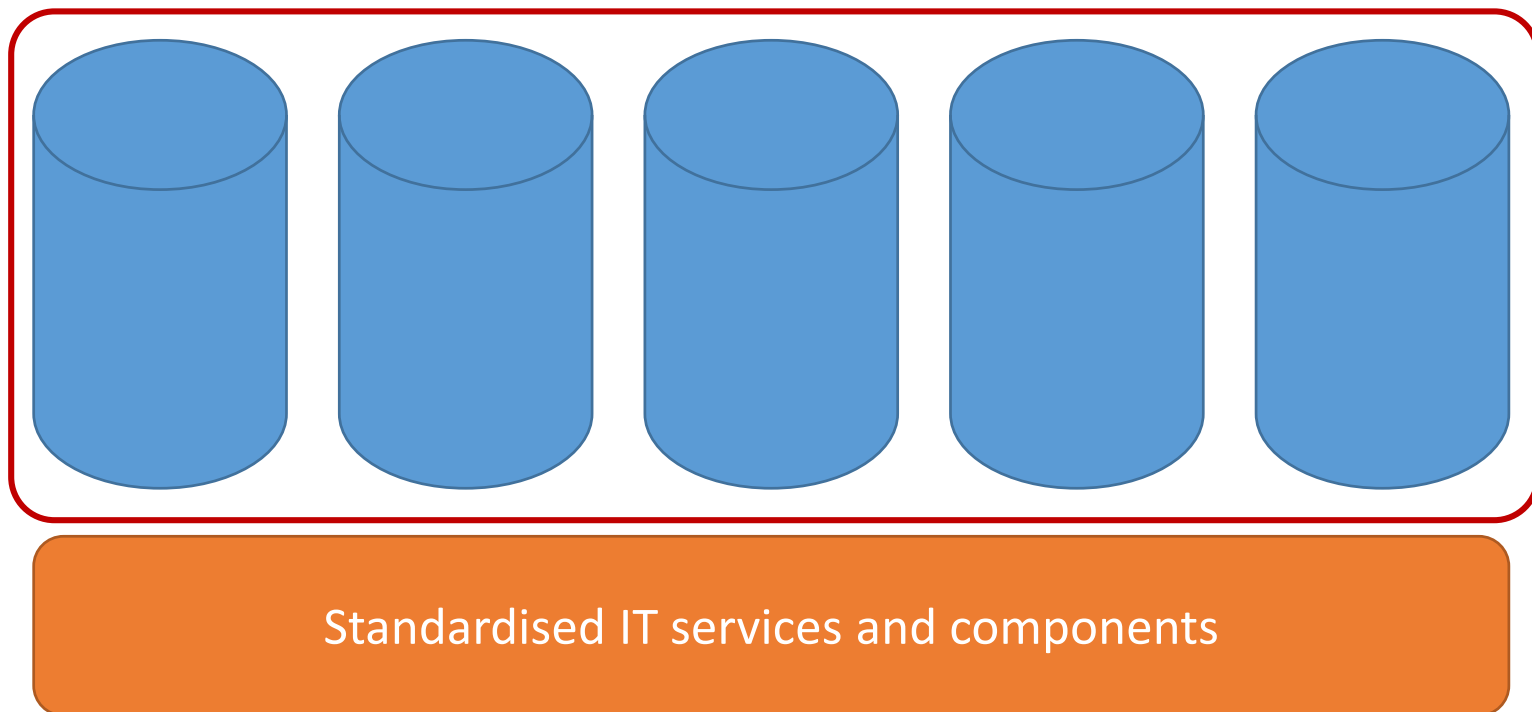
19 - Human Resources
Development: A
Quality Culture

Allan Randlepp, Eveli Hübner
Statistics Estonia

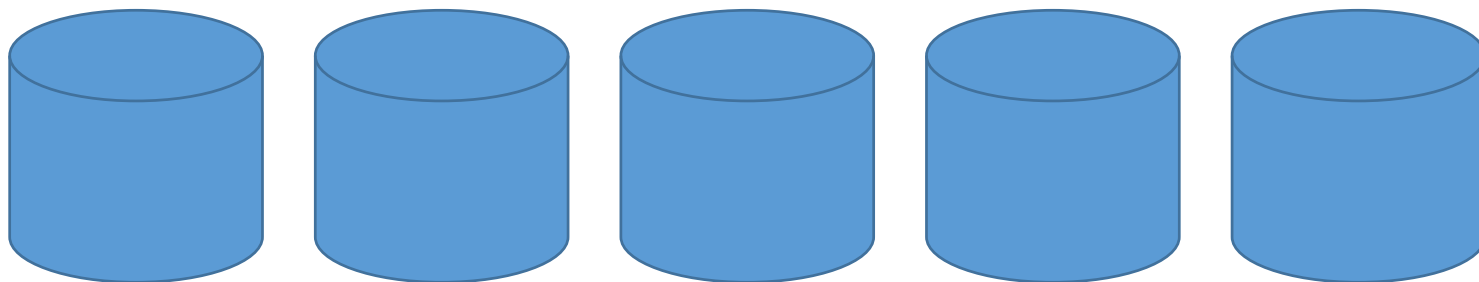
Context: stovepipes



Context: standardised IT services

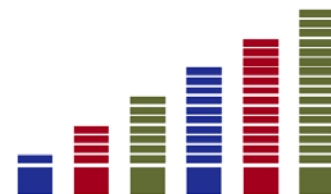


Context: standardised business services



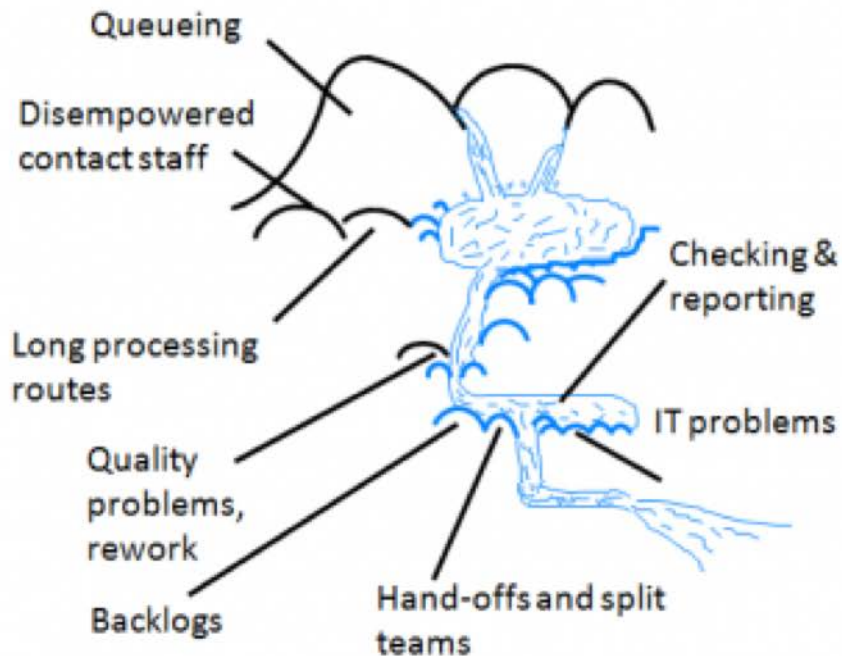
Standardised business services and components

Standardised IT services and components

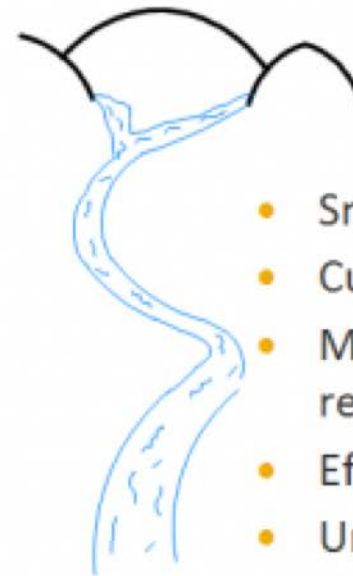


What is flow?

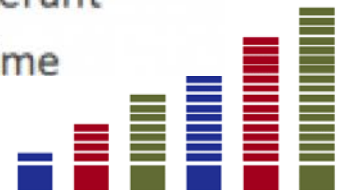
Flow is typically disrupted in many services:



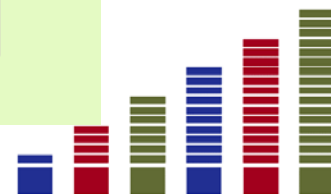
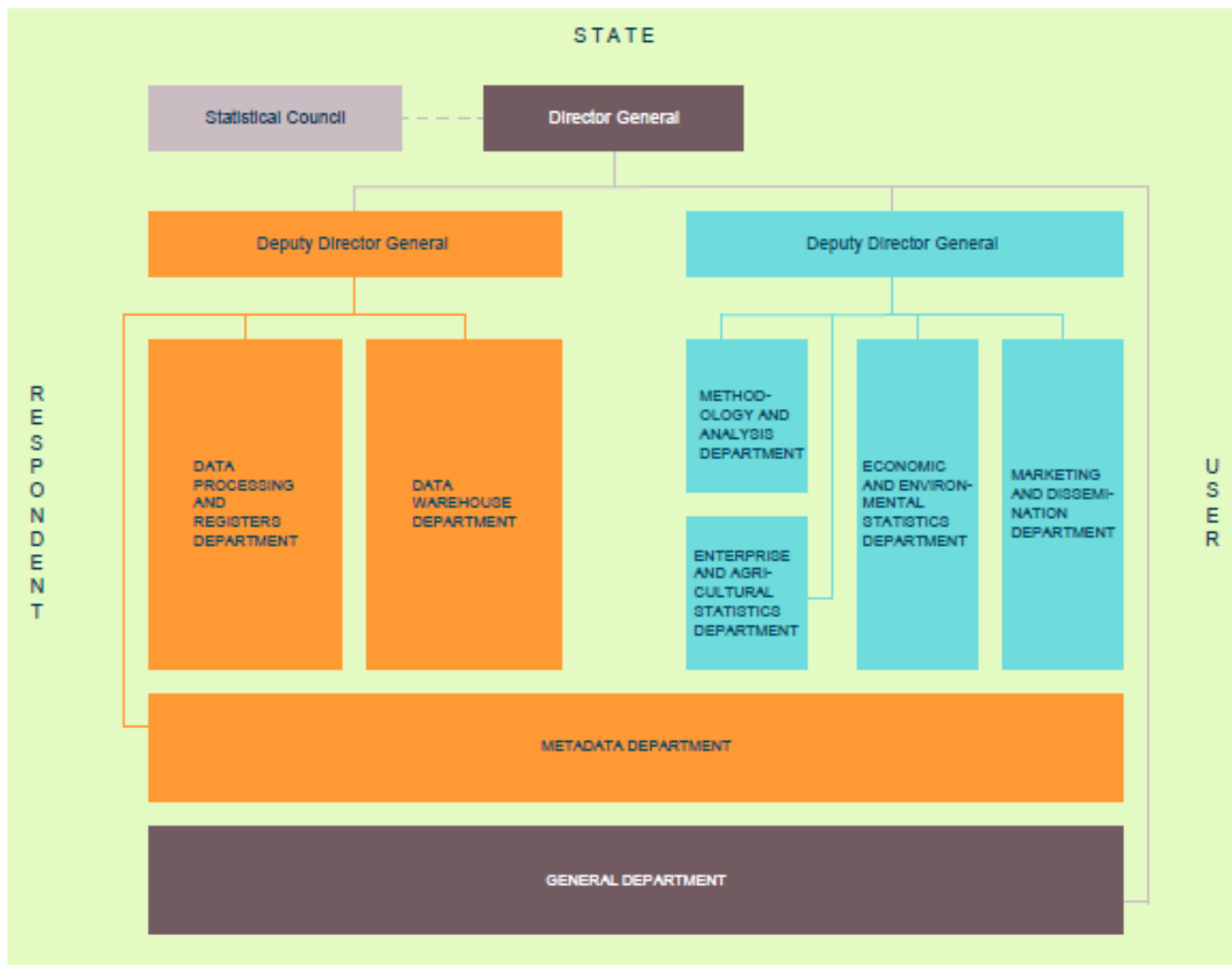
A developed flow is less disrupted:



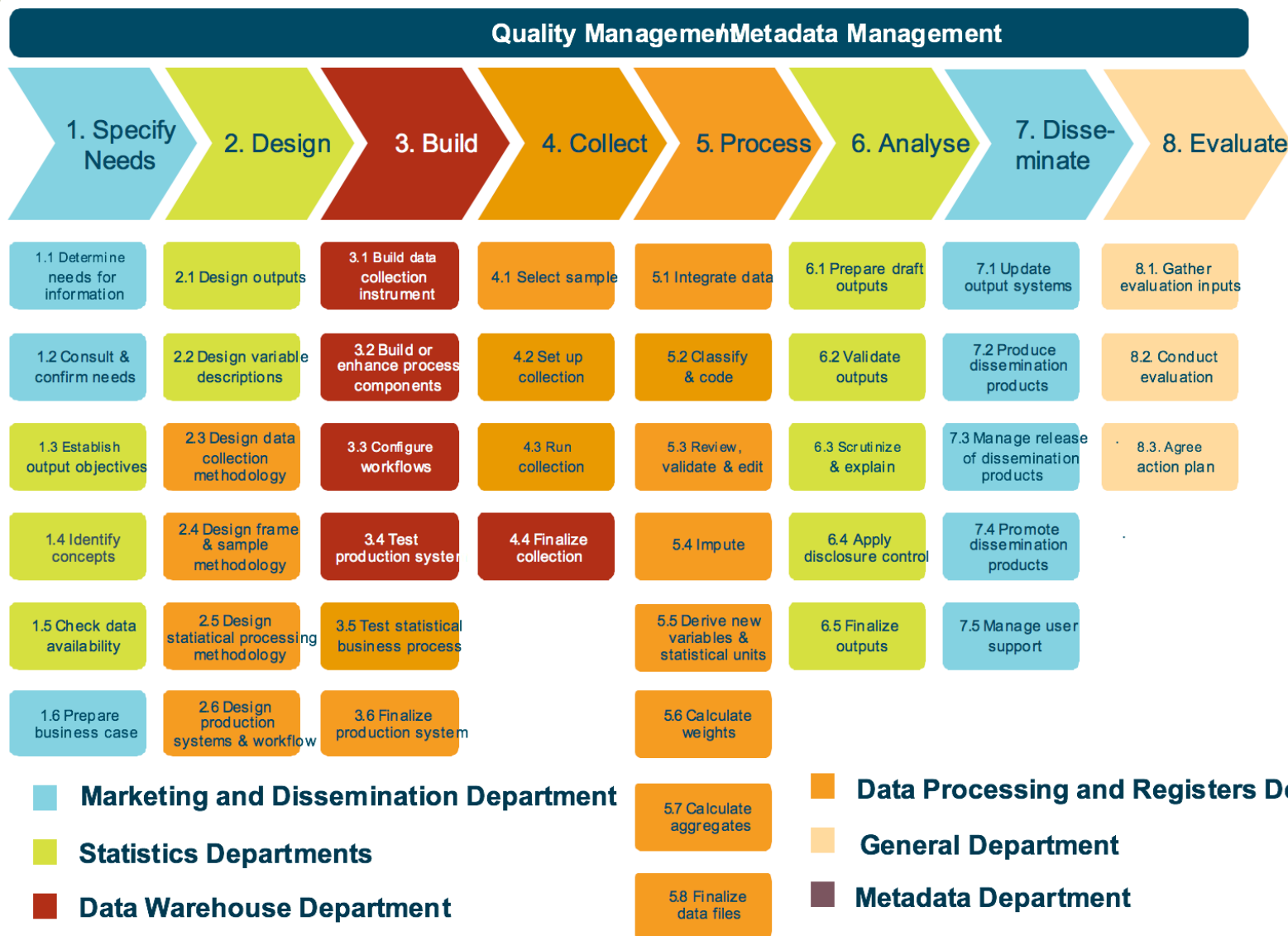
- Smooth
- Customer focused
- Meets organisational requirements
- Efficient
- Uninterrupted
- Shortest lead time
- Waste intolerant
- Right first time



Centralised and functional structure

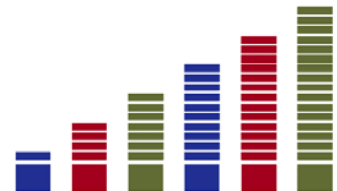
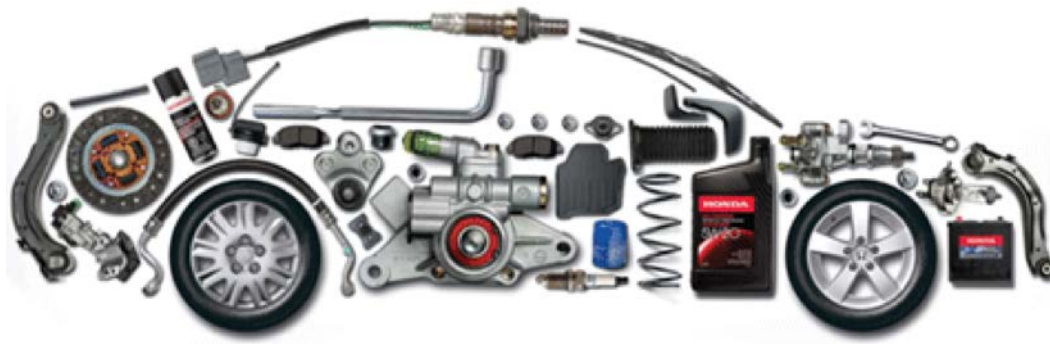


Dept. mapped to GSBPM



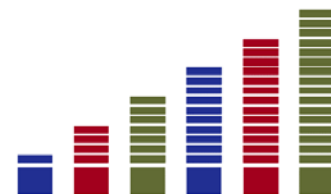
Components

- A component is something that is whole and that can be tested and used independently of other components.
- There are three types of components:
 1. Components connected to stages 1–3 of the GSBPM
 2. Components connected to stages 4–8 of GSBPM
 3. Components connected to support activities



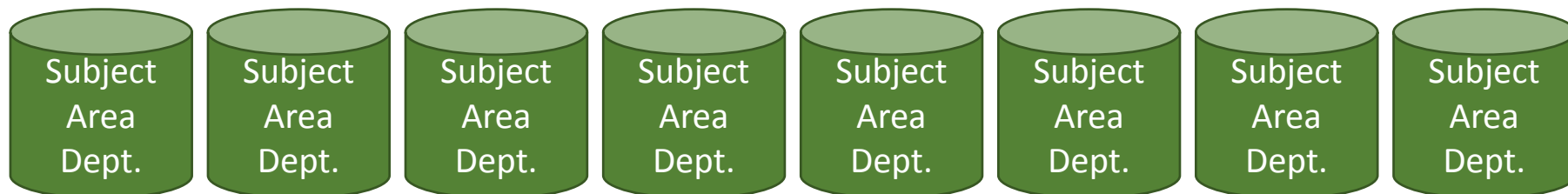
Teams

- In this context, a team here is a group of persons working together on a day-to-day basis for a common goal
- 5 – 9 persons in a team
- Every team has a component owner who manages the team's working plan and priorities
- A team can also have a leader and this is usually the case
- Some teams are cross-functional
- There are in total about 30 teams of different types and working arrangements

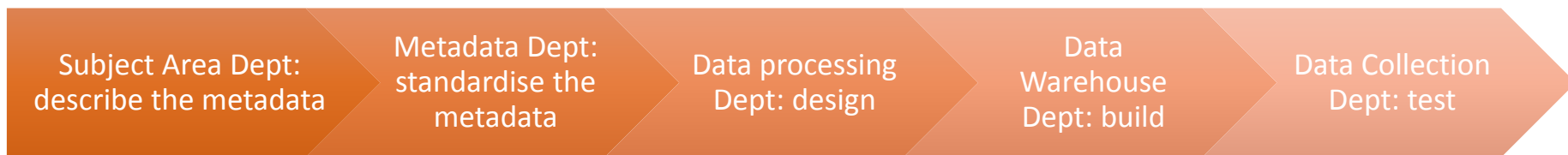


Example: producing a questionnaire

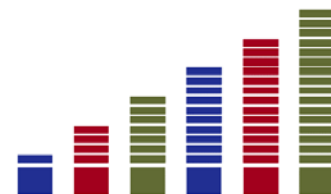
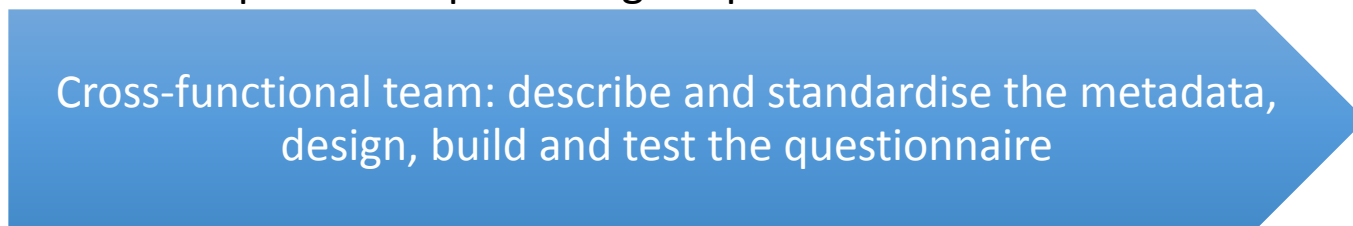
The “long-before” process of producing a questionnaire – lots of silos



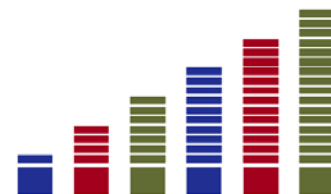
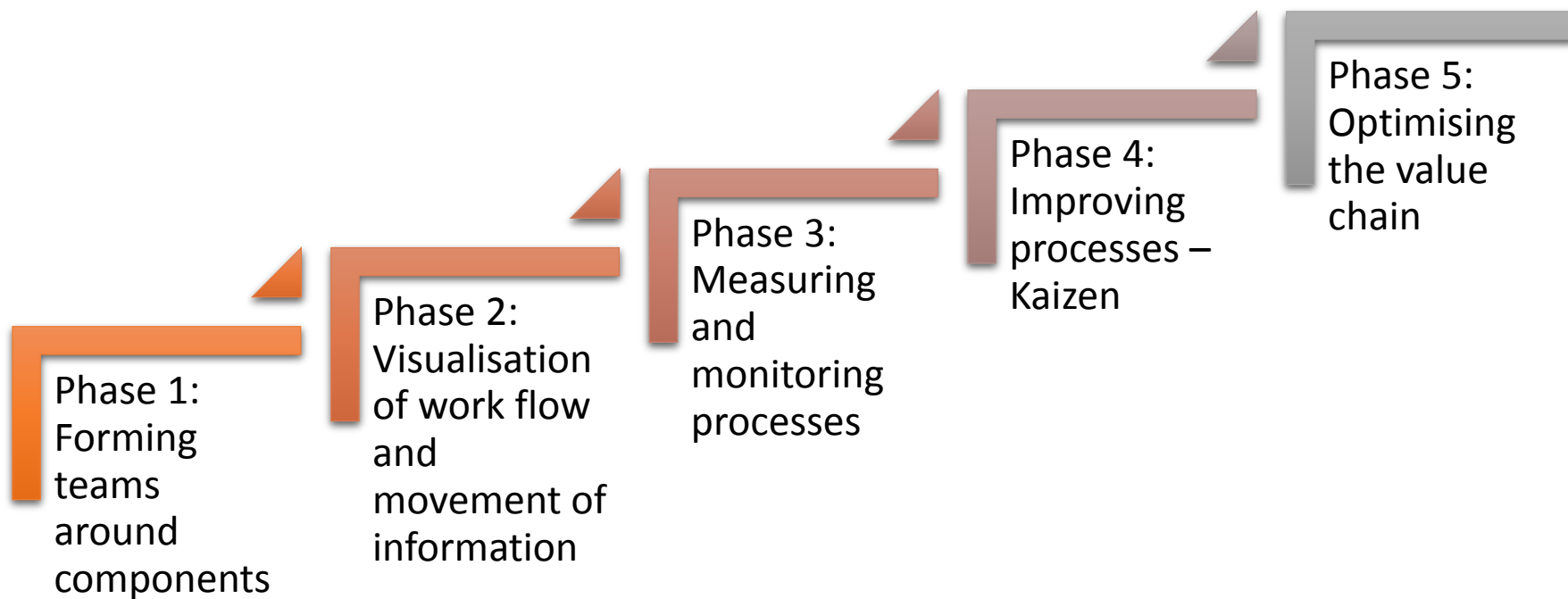
The “before” process of producing a questionnaire



The “after” process of producing all questionnaires

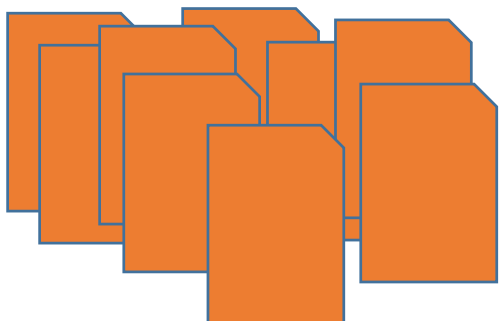


Roadmap



Phase 1: Forming teams around components

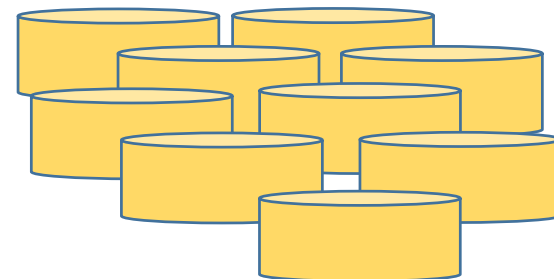
Electronic questionnaires



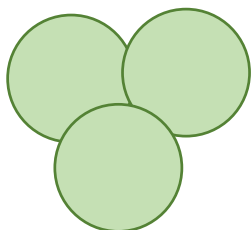
Data processing packages



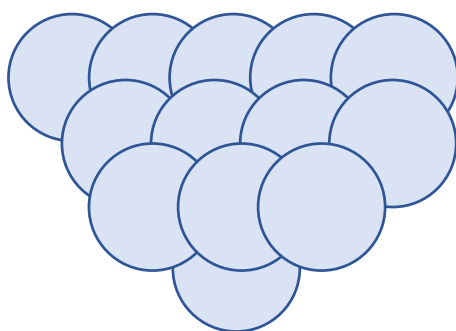
Datasets



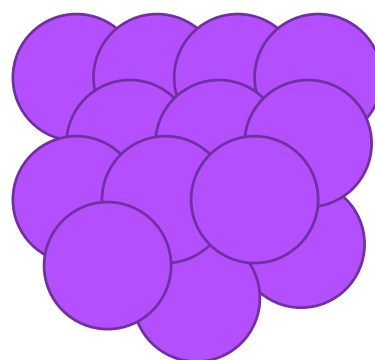
Metadata Dept.



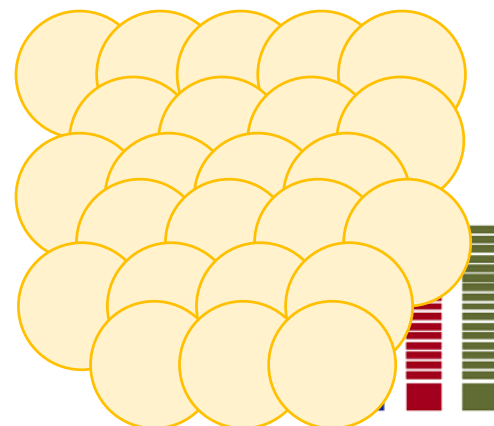
Data Warehouse Dept.



Data Processing Dept.

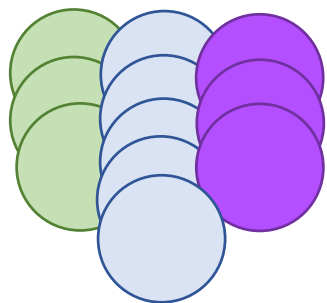
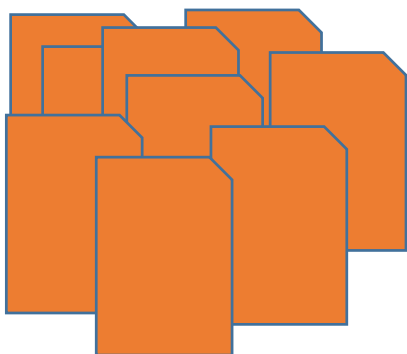


Data Collection Dept.



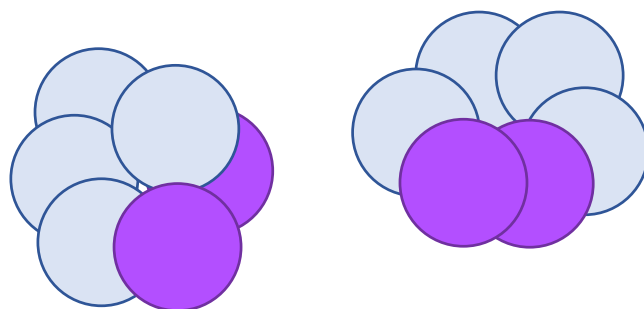
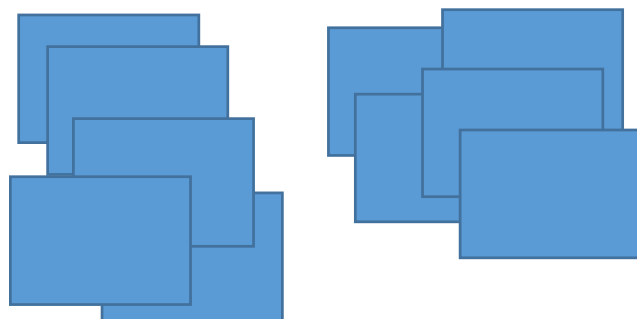
Phase 1: Forming teams around components

Electronic questionnaires



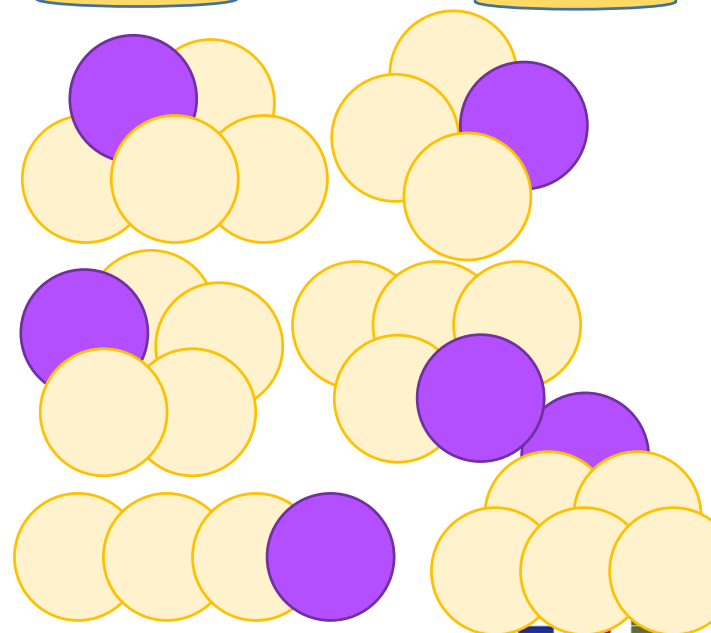
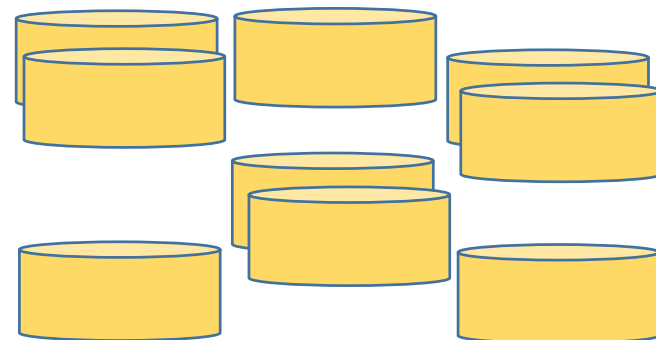
Questionnaire team

Data processing packages



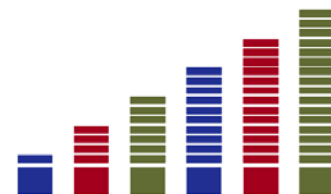
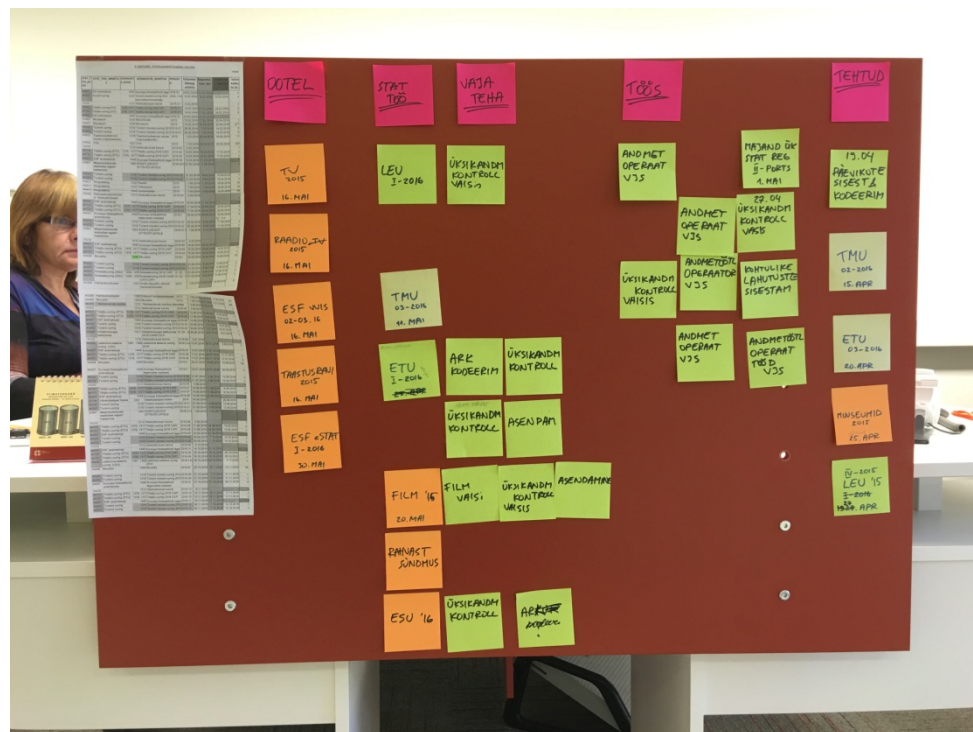
Processing package teams 1 and 2

Datasets



Dataset teams
 1, 2, 3, 5, 6





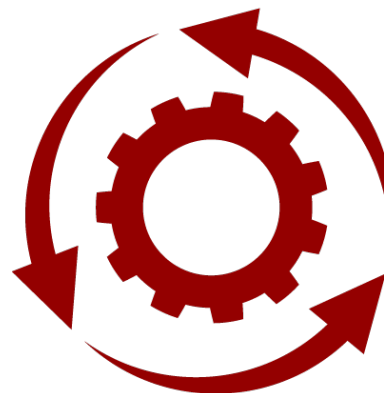
Phase 3: Measuring and monitoring processes

- The objective of this phase is to get a deeper understanding of the process in hand and its outcome quality
- We divide activities into smaller steps
- Measure various indicators connected to steps of the process and also the process outcome
- For example:
 - response rate
 - error rate
 - lead time
 - cycle time
 - processing time of process steps
 - queue length
 - other indicators that are process-specific.

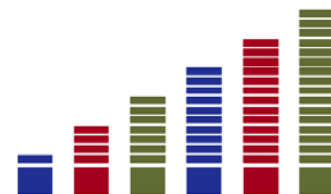


Phase 4: Improving processes – Kaizen

- The objective of this phase is to improve the layout of work places, decrease the changeover time, reduce waste, balance cell to takt time, standardise work, etc.
- In this phase we can introduce to the teams various Lean tools, depending on what is being optimised at the moment

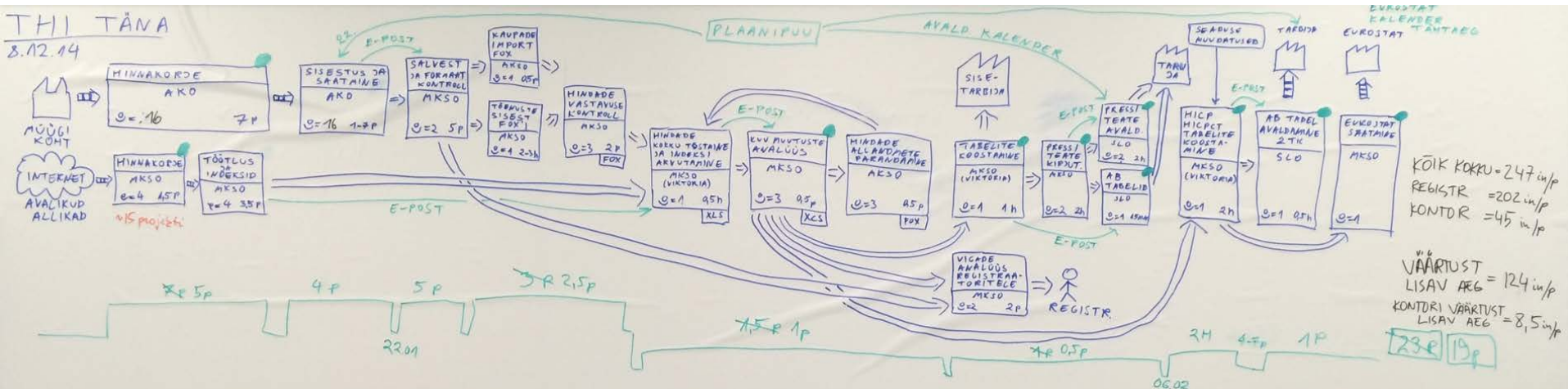


**CHANGE
FOR
GOOD**



Phase 5: Optimising the value chain

- The objective of this phase is to create and optimise flow on the value stream level, and where applicable, introduce a pull-system
- If found necessary in the course of work,
 - people have to be moved from one team to another,
 - a bigger team divided into several smaller ones,
 - etc.



Conclusion

- We are in the beginning of our Lean journey and there is still much to learn
- The first objective is to get our teams working in the new working arrangement so that people who have changed roles will have adapted
- Then we continue to visualise the team working plan and start measuring the steps of the process
- Only when team members have attained primary knowledge and experience of the new working arrangement, it will be possible to start improving and optimising the process in cooperation with the team members and leaders

