


progressing business



**Government is embracing
Lean and Lean Six Sigma** p3

**Avoiding unfair
dismissal claims...** p6

**Congratulations
quality champions!** p10

**Don't get led
up the garden path** p14

Government is embracing Lean and Lean Six Sigma

Stephen Grech, Doing Business Better Pty Ltd.



Government Departments continuously strive to be more innovative and efficient in their operations. Despite sustained efforts, they do not have a consistent approach to process improvement and making better use of public funds to deliver more 'frontline' services to communities'.

Increasingly, local, state and federal government agencies across Australia are now embracing the multi-facet benefits of adopting a Lean Thinking approach to process improvement and process waste minimisation.

LEAN THINKING AND SIX SIGMA

Lean Thinking is a philosophy, a way of thinking, a mindset where everyone in an organisation learns to see process waste and knows how to fix business process problems or at least knows who to speak to about addressing a problem.

Lean Thinking uses a range of tools, techniques and methods to improve process flow by eliminating or reducing duplication of effort, cutting waste and non-value adding activity, simplifying processes, minimising delays, preventing re-work, error proofing processes, and preventing errors from becoming defects.

Implementing Lean Thinking techniques is not capital intensive and often leads to quick wins which can be easily implemented at little or no cost. Lean Thinking principles, tools and techniques including workplace organisation methodology 5S and Value Stream Mapping are highly engaging methods to harvest savings, achieve significant productivity improvement, contain costs and improve workplace safety.

5S in the office is a 5 step process aimed at reducing waste and optimising productivity through maintaining an orderly workplace and using visual cues to achieve more consistent operational results.

Value Stream Mapping is a visual representation of the end-to-end process charting the flows of information, processes and physical goods. It exposes sources of process waste in order to eliminate or minimise it.

Six Sigma is a structured management process using

statistical measures of how well your process is satisfying your client. Six Sigma is a more robust project based improvement methodology with a set of structured techniques and tools for solving significant business problems.

The effort and training required to implement Six Sigma business process improvement projects can be inhibiting both in terms of the time and resources required to invest and learn the techniques, and the time taken to deliver a performance improvement.

IS GOVERNMENT READY?

Lean Thinking is relatively easy to understand and quick to deploy and implement. Six Sigma is a significant commitment with longer lead times. However it has the potential to deliver the highest returns for the long term.

Whether an individual government or government agency is ready for Lean or Six Sigma is determined by a combination of factors including senior executive buy-in, the severity of their business problems, their capacity to invest time and effort for a longer term outcome, their commitment to process excellence, their internal culture, their existing business process maturity; and their financial capacity to fund training over the longer term.

For a government agency contemplating introducing a single, systematic way of approaching business process improvement in their organisation, then Lean Thinking based on a “Learning to See” process waste and Value Adding activity, should be their first port of call.

CHALLENGES AHEAD

To effectively deploy Lean Thinking across government is a challenge. It may seem difficult, but it is not insurmountable. Taking bite sized steps is the most effective way to ensure progress.

Start by gaining leadership buy-in and commitment. For this to occur, leaders must understand what Lean Thinking really is, what Lean Thinking can do to improve and transform organisational performance both from within and to the external customers they service. Leaders must see

business process wastes for themselves and “walk the talk” during their deployment program.

Build internal capacity by developing internal capability. Train the workforce to “Learn to See” process wastes and understand the difference between Value Adding and Non Value Adding activity.

There must be something in it for all stakeholders. For government, it is about valuing every dollar spent, improving performance and productivity, containing cost growth, minimising exposure to unnecessary risk and doing more with less. Government also has a desire to retain a quality and high performing workforce. Engaging the workforce, capturing their ideas for improvement and improving the way they work will contribute to higher levels of retention, morale and productivity.

For the workforce, employees gain respect and empowerment to have a say in the way they do business. The workforce receives personal and professional development and a greater

commitment and enjoyment in the work they perform. Customers receive improved, more reliable, consistent and higher quality services.

Support is being provided to a number of Local, State and Federal Government agencies in leading the way in adopting a Lean Thinking mind-set and internal capability by redesigning processes focusing on flow and value from the customers perspective. One Federal agency has benefited greatly from a recently completed Value Stream Mapping project which identified significant productivity improvements, cost and labour input savings. This agency is now developing and training seven internal Lean Thinking Champions to drive, extend and sustain future process improvement activity in other processes across the organisation. Other government agencies have also taken steps towards Lean Thinking implementation and are now enjoying the benefits of multi-million dollars in harvestable productivity and cost saving improvements.

Lean Thinking philosophy and approach to business

process improvement is easy to understand and simple to use. Lean Thinking training and implementation costs are not onerous. However the deployment of Six Sigma across any organisation is a significant investment of time, effort and resources.

Government agencies must crawl before they walk, and walk before they run. Start by learning to see business process waste and then progress to fixing process problems before embarking on Six Sigma deployment. Start small by deploying Lean Thinking and build on your success.

In the past twelve months, many government agencies have embraced Lean Thinking and are beginning to implement a new mind-set and business process improvement projects. Many more are ready to embark on the journey. Few are now progressing and evolving into developing Lean Six Sigma internal capabilities. Although the emergence of Lean Six Sigma capability in government is still in its infancy, progress is evident and growing at a steady rate. As the uptake continues to escalate, it will be increasingly important that the momentum is sustain and outcomes are positive for both staff and the clients they serve.

More information request Grech 1211 to progbus@pb institute.net

Taking bite sized steps is the most effective way to ensure progress.

Lean Thinking is easy to understand and simple to use.

**Have your product advertised throughout Australia, New Zealand and other overseas countries.
Very competitive rates.
Contact progbus@pb institute.net**



The World trusts Minitab for the right tools.

Chefs know the right pan for their dish. Carpenters know the right blade for their wood. Artists know the right brush for their paint.

Quality professionals know Minitab makes the tools they need to deliver results. And research has shown Minitab customers get better results from their improvement projects.

That's why thousands of organizations in nearly 90 countries trust Minitab for the right tools.



Minitab Statistical Software
for analyzing data

Quality Companion
for managing projects

Quality Trainer
for learning statistics

[TrustMinitab.com](https://www.TrustMinitab.com)

Minitab®, Quality Companion by Minitab®, Quality Trainer by Minitab®, and the Minitab logo are all registered trademarks of Minitab, Inc., in the United States and other countries.

herramientas adecuadas

올바른 도구

outils adaptés

správné nástroje

価値あるツール

правильный инструмент

odpowiednie narzędzia

Passende Werkzeuge

权威的工具

ferramentas adequadas

Call for Papers / Presentations / Case Studies / Seminars

The Progressing Business Institute conferences for 2012

LeanSixSigma2012

LeanSixSigma2012

23-24 April 2012

Theme:

Strategic Insights from Research and
Practice in Lean Six Sigma

Streams: Deployment, Project Delivery

Type of Presentation:

Research, Practice, Case Study

Technology:

Lean, Six Sigma, Lean Six Sigma

Closing Date for Abstracts:

31 January 2012

www.pb institute.net/LeanSixSigma2012.htm



AgedCare2012

May 2012

Theme:

Optimising Knowledge Transfer Through
Effective Management Systems

Streams:

Management Systems, Quality, Auditing,
Management Training, Lean, Six Sigma

Type of Presentation:

Research, Practice, Case Study

Closing Date for Abstracts:

28 February 2012

www.pb institute.net/AgedCare2012.htm

Pharma2012

Pharma2012

July 2012

Theme:

Improved Management Structures for
Delivery of Bottom Line

Streams:

Management Systems, Quality, Auditing,
Management Training, Lean, Six Sigma

Type of Presentation:

Research, Practice, Case Study

Closing Date for Abstracts:

30 April 2012

www.pb institute.net/Pharma2012.htm



EnergySummit2012

August 2012

Streams:

TBA

[www.pb institute.net/
EnergySummit2012.htm](http://www.pb institute.net/EnergySummit2012.htm)

BusImprove2012

September 2012

Theme:

Be Ready For Recovery

www.pb institute.net/BusImprove2012.htm



Sharing knowledge, experience and promoting best practice in business continuity and disaster recovery planning

We are an active network of organisations that share an interest in seeing that their business continuity and disaster recovery plans are resilient and continually reviewed.

Our goals:

- Provide a forum for discussion on business continuity and disaster recovery
- Educate and inform members and the business continuity community
- Encourage development and implementation of business continuity plans

Our members:

A variety of blue-chip companies from:

- Banking and Finance
- Government
- Security
- Transport
- Utilities
- IT and Telecommunications
- Manufacturing
- Retail

Member benefits:

- Member and specialist meetings in Australia and New Zealand
- Conferences and Training
- Surveys and Benchmarking
- Resources and Member Support

EventsCalendar@www.continuity.net.au

Visit our website www.continuity.net.au for more information or email support@continuity.net.au to be added to our email alert list.