

# LEAN PROCESS IMPROVEMENT RESOURCE TEAMS

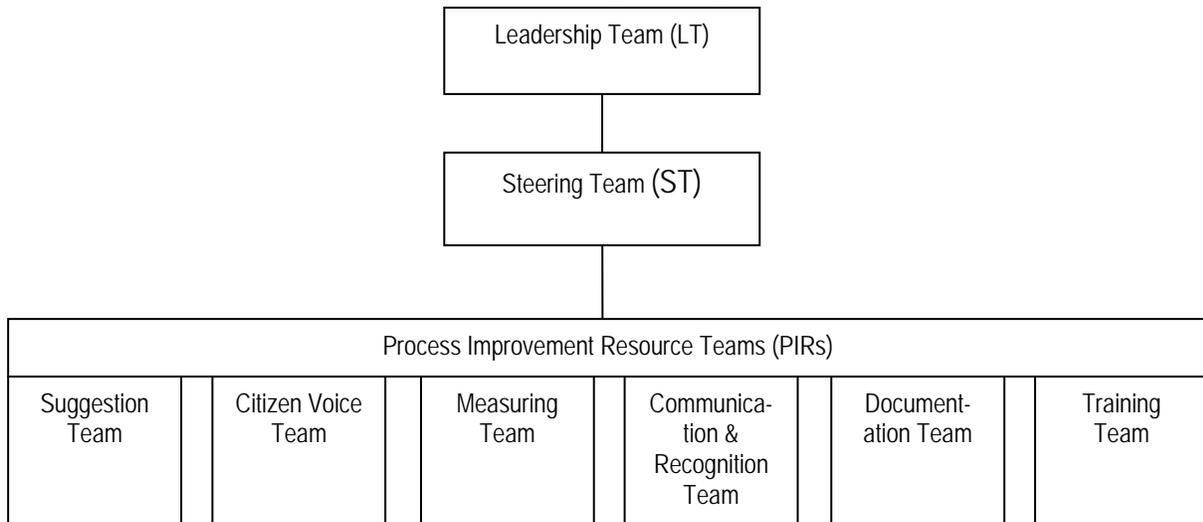
## *Roles and Responsibilities*

### **ORGANIZATION STRUCTURE**

The organization structure of Shorewood’s Lean Program establishes various groups of teams, including a Leadership Team, a Steering Team and six Process Improvement Resource Teams.

The Leadership Team (LT) members include the Village Manager and two other managers. The Steering Team (ST) will consist of one member from the LT, two department managers and two staff. The six Process Improvement Resource Teams (PIRs) will consist of six separate teams, made up of one-to-four staff. Each team is a resource across the entire organization, providing specific assistance.

**Shorewood Lean Program Organization Chart**



### **LEADERSHIP TEAM (LT, 3 PEOPLE)**

The Leadership Team consists of senior leadership who developed a Lean vision for the Village of Shorewood for employees to adopt and adapt where appropriate. Initial and ongoing responsibility is to provide direction and oversight to other teams. The Leadership Team shall hold regularly scheduled meetings involving the entire Steering Team and at least one person from each Process Improvement Resource Teams to receive updates and guide future actions. The *Shorewood Lean Vision Report* further explains the role and responsibilities of the Leadership Team.

### **STEERING TEAM (ST, 5 PEOPLE)**

The Steering Team carries out communications and gives direction back and forth between all teams. The members of this team meet on a regular basis to develop, manage, and be a resource for the tactical goals and objectives to meet the vision of the Village of Shorewood. This team has direct oversight of the Process Improvement Resource Teams (PIR). PIR Teams are the group (along with other volunteers) that will carry out the goals set by the Steering Team. Steering Team meetings should have at least one member from each of the six PIR Teams attend.

The Steering Team communicates between the Leadership Team and all Process Improvement Resource Teams, communicating all upcoming events and receiving input from PIRs. An initial responsibility is to establish and assign each Process Improvement Resource Team and develop a shared database for the PIR Teams to track activity. The Steering Team will check in with active project teams at least once per month and also report to the Leadership Team monthly, summarizing activities of all PIRs and status of open projects and successes.

### **PROCESS IMPROVEMENT RESOURCES (PIRs)**

The Leadership Team established minimum responsibilities and criteria for each PIR Team and chooses members of the PIR Teams. PIR Teams assist project teams and are not directly involved in a project, but are a resource to the project team.

There are six PIR Teams that will carry out the goals set forth to them. PIR Teams are the driver to grow and sustain the efforts by the organization. PIR Team members volunteer for one year terms and are rotated in a staggered manner and filled by other employees of the organization. The Steering Team is responsible for finding and approving replacement members.

#### **1. SUGGESTION TEAM (SUT, 1-2 PEOPLE)**

The Suggestion Team develops a system to receive improvement suggestions from all village employees. This team works with the other teams to promote and provide positive recognition to those who participate in submissions.

#### ***MINIMUM REQUIREMENTS:***

- a) Develop and implement a system to receive improvement suggestions from the entire organization.
  - Suggestions require names on the forms but remain anonymous to the organization. However, names are shared independent of any suggestions, to only identify participation. No one other than the SUT knows who made a particular suggestion.
  - System must be available electronically and manually within each village facility.
  - Employees are limited to three suggestions during the open suggestion period.

- Improvement stations in each facility are checked weekly and catalogued within a spreadsheet. The below example spreadsheet, Table 1, would be shared with the Steering Team and the example spreadsheet, Table 2, that does not have names, would not be shared. The SUT quantifies Table 2 and shares with the Communication & Recognition Team of the employees that participated.

Table 1

Suggestions	Department	Category

Table 2

Employee Name	Department	Month

b) Develop a process and criteria to review suggestions.

- Every 6 months, the SUT initiates an open process to encourage employees to brainstorm and share LEAN ideas. Ideas are only collected during this period.
- Confirm no active or pending projects with the Communication & Recognition Team
- Identify if the suggestion is a comprehensive project or if a solution was also provided.
- Provide the entire suggestion list biweekly to the Steering Team with project priority recommendations. The Steering Team reviews the list of suggestions and makes recommendations on ideas that should be reviewed further.
- The Steering Team provides a form to the department manager with the recommended project.
  - The Suggestion Team creates the form for the department manager to complete and return to them. The department manager has two weeks to provide notice and approval back to the CIT.
  - The form shall at least gather the following information:

<b>Suggestion:</b> Filled in by the steering team		
<b>Has this process been formally reviewed?</b>		Y/N
<b>Are you able to complete a Lean Project?</b>		
<b>Check which one applies</b>	Yes	
	Yes, but not at this time	
	No	
	If no, why?	
If yes, the following are recommendations by the Steering Committee		

- For every idea that is shared with the SUT, the team will tag one person to handle the approval process with the department manager.

c) Create a positive recognition system to applaud those making suggestions.

- Work with the Communications & Recognition Team to identify ways to recognize participation.

d) Provide a monthly or quarterly summary report to the Steering Team.

## **2. CITIZEN'S VOICE TEAM (CVT, 1-2 PEOPLE)**

The Citizen's Voice Team collects all citizen complaints and categorizes them for possible project team actions. The Steering Team may suggest the CVT solicit information from citizens at large and develop methods to get information from the citizens and / or use existing methods (i.e. citizen surveys).

### ***MINIMUM REQUIREMENTS:***

- a) Establish a system to gather complaints from each department monthly.
  - Identify one person in each department to provide a list of complaints.
  - Provide each department guidelines to collect complaints
    - i. Complaints may be a verbal comment on the phone or in person or may merely be a suggestion, such as, "Wouldn't it be great if fill in the blank".
  - Provide each department with a template to receive complaints.
  - Organize complaints by department, subject, and other features as identified and track information in a shared database.
- b) Review Customer Service Satisfaction cards from each department, specifically comment sections for identifying possible complaint items. Develop a process to efficiently receive comments.
- c) Once complaints are compiled, review for possible project improvement ideas to refer to the Suggestion Investigation Team.
  - Complaints passed along to the CIT should involve a process or delivery method. Complaints such as about taxes, fees or garbage, would not qualify.
- d) Provide a monthly or quarterly report to the Steering Team.

## **3. MEASURING AND GRAPHING TEAM (MT, 1-2 PEOPLE)**

The Measuring & Graphing Team is a resource to all projects, teams, and individuals to help identify what and how to develop process measures and to most efficiently show results of data collection.

### ***MINIMUM REQUIREMENTS:***

- a) Collaborate with the Steering Team and Suggestion Team to be informed on Lean projects.
  - Receive updates from all teams about new suggestions and the status of current ideas being explored.
- b) When a new Lean project is established, assist with the project team to develop core measures.
  - Some metrics should measure the baseline or current status of completing a process/action.
  - Other metrics will help measure the progress being made on a process as changes are proposed and implemented.
- c) Create and develop graphs that illustrate the collected data.
  - Charts and graphs need to be displayed in visible locations based on requests from any project teams or PIR Teams (such as internal newsletter, bulletin board, email, etc.). The project team shares the graphs through the A3 report.

- Refer to the *Lean Resource Manual* for measuring ideas and the staff intranet for graphing templates.
- e) Devise system to ensure accountability of completed projects.
- Once a Lean project is completed and there is a Control Plan, the MT checks-in with the department that implemented the process change and measures changes, graphs and updates the Steering Team.
- d) Provide a monthly or quarterly report to the Steering Team.

#### **4. COMMUNICATION & RECOGNITION TEAM (CRT, 2-4 PEOPLE)**

The Communication & Recognition Team is responsible for keeping employees aware of the positive activities occurring and people being recognized for various activities or actions taken, such as project team reports (A3, or other completed tools) and major process improvements. They maintain a central board / large screen TV that communicates all necessary activities both past and upcoming opportunities. All ideas should be presented to the Steering Committee for their input.

##### ***MINIMUM REQUIREMENTS:***

- a) Create a communication venue to encourage learning and best practice sharing, utilizing the staff intranet.
- b) Create an internal newsletter that contains information on improvement projects.
- An internal newsletter is distributed on a routine basis (monthly or quarterly).
  - A newsletter minimally includes: progress on action items; recognition of those participating in the process and making recommendations; identification of any changes in Village procedures based on process changes; and communication of the core performance measures for each process.
  - Newsletters should be posted on the staff intranet and shared other ways.
- c) Require each facility has a centralized bulletin board to showcase items listed above.
- d) Identify any other ideas that would enhance the recognition and communication related to Lean.
- e) Provide a monthly or quarterly summary report to the Steering Team.

#### **5. DOCUMENTATION & PROCEDURES TEAM (DT, 1-2 PEOPLE)**

The Documentation & Procedures Team acts as a resource to help employees write well written documents and procedures (standardized work). This group will act as auditors for any procedure deemed to be audited to insure organizational quality.

##### ***MINIMUM REQUIREMENTS:***

- a) The Documentation & Procedures Team may review documents or procedures that are related to a process being evaluated by any teams.

- b) Create document templates or new procedures based on requests from the Steering Team, project teams or any of the Process Improvement Resource Teams.
- c) Assist project teams with completing the A3 report and any presentation materials necessary to summarize the Lean process utilized by the project team. Determine if the DT should create a presentation template as described in the *Lean Resource Manual*.
- d) Identify existing Standard Operating Procedure (SOP) manuals for each department or the organization and ensure they are updated when there are changes. If a department does not have a SOP, assist in creating one. Employees should be aware of any documented/standardized process for their department and organization that may pertain to their department.
- e) Provide a monthly or quarterly report to the Steering Team.

#### **6. EDUCATION & TRAINING TEAM (ET, 1-2 PEOPLE)**

The Education & Training Team determines what kinds of training activities the organization should take advantage of based on the goals set forth from the Steering Team. This group is also responsible for ensuring the organization has a well working plan for cross-training and succession planning at the operational level. Team members have completed a Lean training course.

#### ***MINIMUM REQUIREMENTS:***

- a) Orientate members on Lean during the first phase (year one) of the Lean organization program, such as utilizing the *Lean Resource Manual* and other resources.
- b) Communicate with the Steering Team and PIR Teams to research, gather and propose education and training opportunities for Village staff related to Lean.
- c) Coordinate with the Communications & Recognition Team to publicize training events to the rest of the organization.
- d) Collaborate with department managers and the Steering Team to establish cross-training opportunities.
- f) Provide a monthly or quarterly report to the Steering Team