
Welcome to the California Leads Conference

- The presentation will begin shortly.
- All participants will be muted upon entry.
- Live presentations will not be recorded.
- Please use the chat feature to direct questions to “All panelists.” When submitting questions, please do not include any personal information.
- Connecting to audio – “Call using computer” for audio to come through your computer speakers or use “Call in/Call me” feature.

CAL HR

California Leads

2021 Conference



The Lean Mindset: Save Money and Time



2021 Conference

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Lean Academy Facilitator, CalHR

Tidying up





Who are the customers you serve?

 Start presenting to display the poll results on this slide.

Customer Value

What do your customers want from you?

- Timeliness
- Good stewardship of resources
- Fair and consistent practices
- Transparency
- Help and support
- Quality customer service

Six Components to a Lean Mindset

1. Continual Elimination of Waste
2. Goals with a Broad View
3. Simplicity
4. Continuous Improvement
5. Organizational Visibility
6. Flexibility

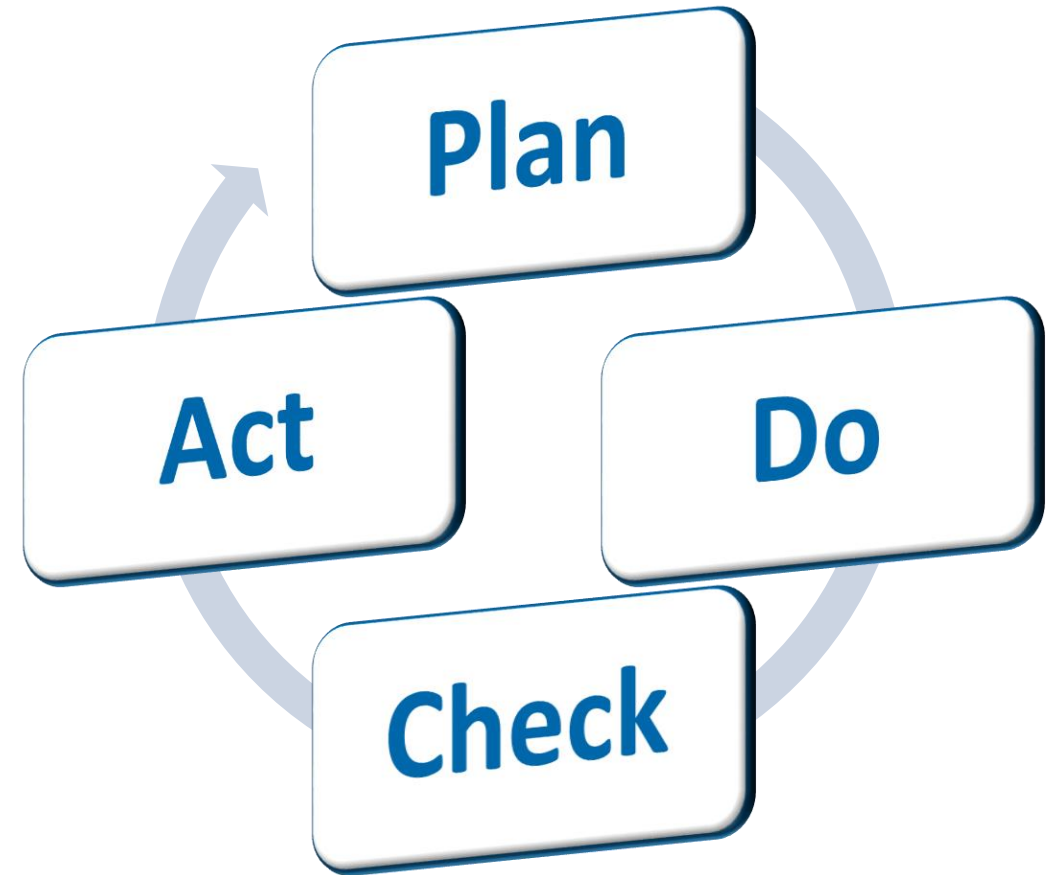
Continual Improvement Through PDCA

Plan: What needs to be done?

Do: Take action and apply the changes that were considered in the planning stage.

Check: Audit the plan in action.

Act: Take action and make adjustments as needed that were identified in the “check” phase.



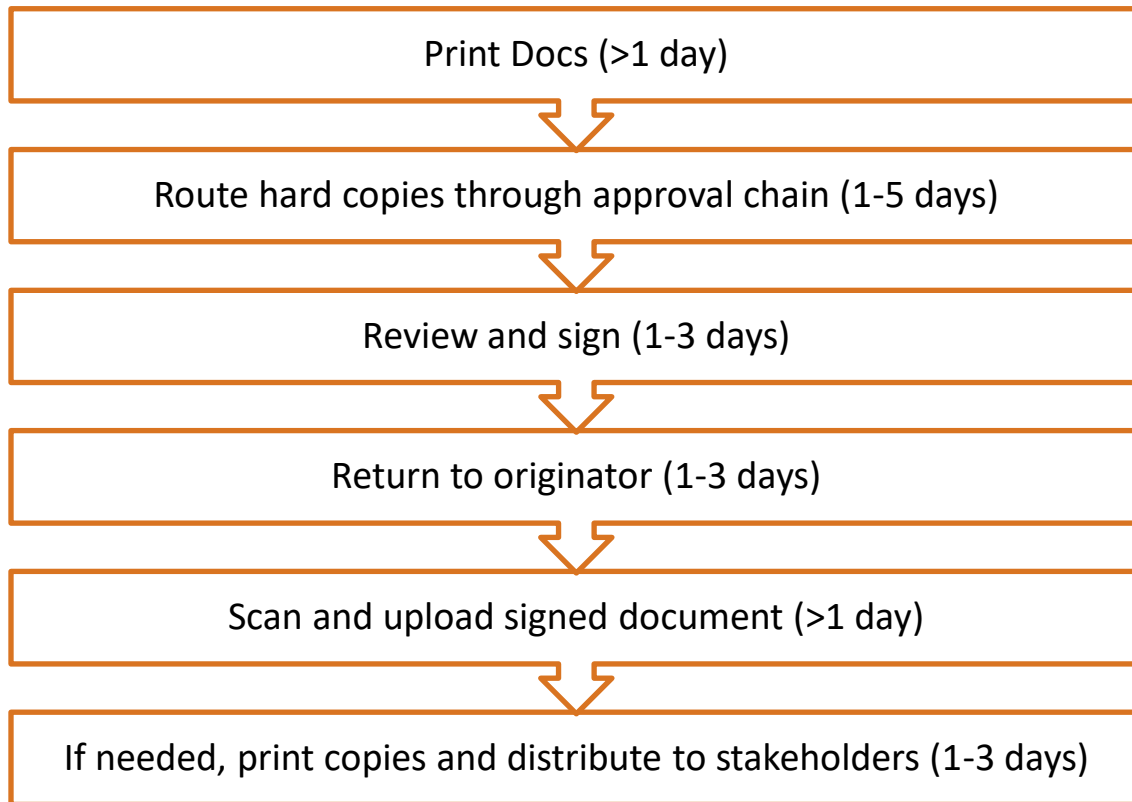
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What is a process you have encountered with your time at the state that causes pain points for you? This could be as small as ordering supplies for the office or as big as the hiring process.

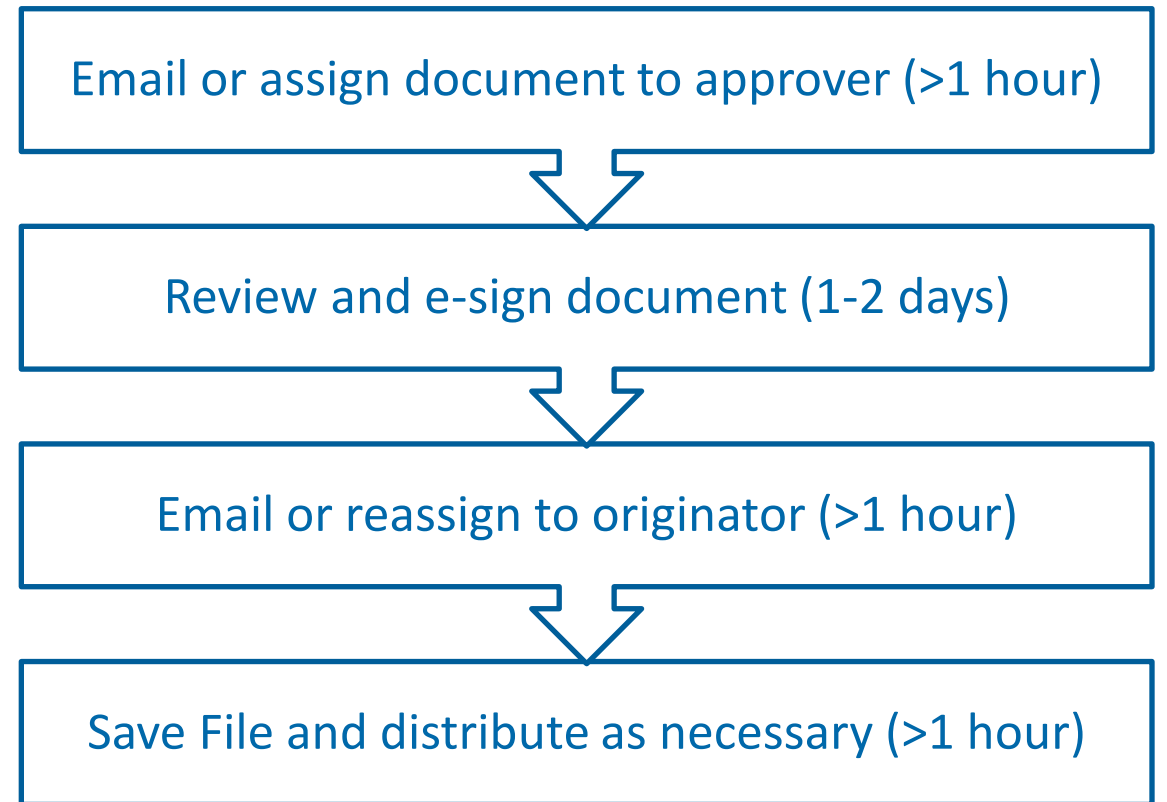
 Start presenting to display the poll results on this slide.

Document Signing

Requiring Wet Signatures (6-16 days)



Accepting e-signatures (1.25 – 2.25 days)



The 5 Why's

When evaluating a process, a root cause analysis gets us closer to simplicity.

Ask why until the answers become no longer productive.

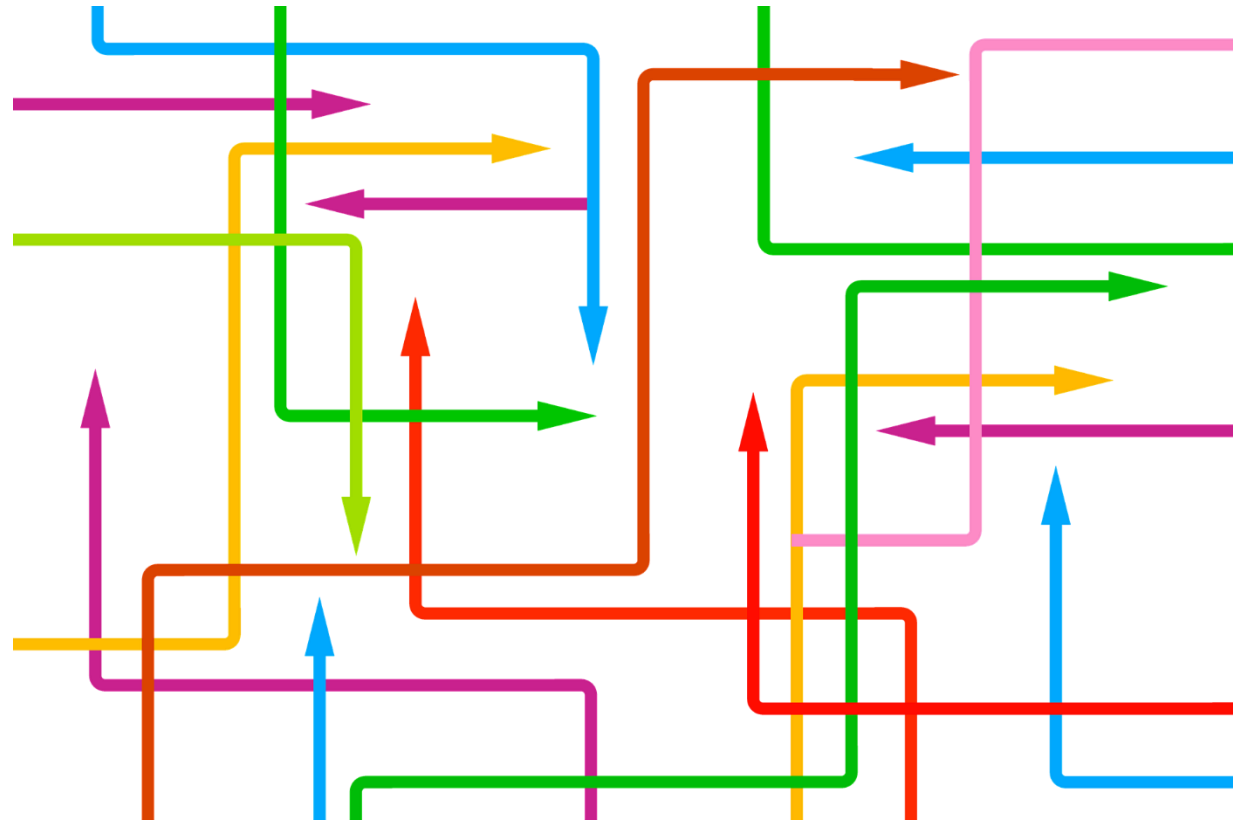
1. Why do we require wet signatures on documents?
2. Why is this the policy? Is it still valid?
3. Why has it not been changed?
4. Why are there no resources available to update the policy?
5. Why are we backlogged?

Complicated Processes

- Increased waste
- Challenging to follow
- Difficult to identify value
- Greater risk of skipping steps

Simple Processes

- Reduces errors
- Easier for knowledge transfer
- Easier to implement
- Reduces wasteful motion



Continual Elimination of Waste

Waste = Non value-added steps in a process

55-95% of a process are not value-add

Customers define value, we simply deliver it

Identify the wastes and eliminate them

D



DEFECTS
Efforts caused by rework, scrap, and incorrect information.

O



OVERPRODUCTION
Production that is more than needed or before it is needed.

W



WAITING
Wasted time waiting for the next step in a process.

N



NON-UTILIZED TALENT
Underutilizing talents, skills, & knowledge.

T



TRANSPORTATION
Unnecessary movements of products & materials.

I



INVENTORY
Excess products and materials not being processed.

M



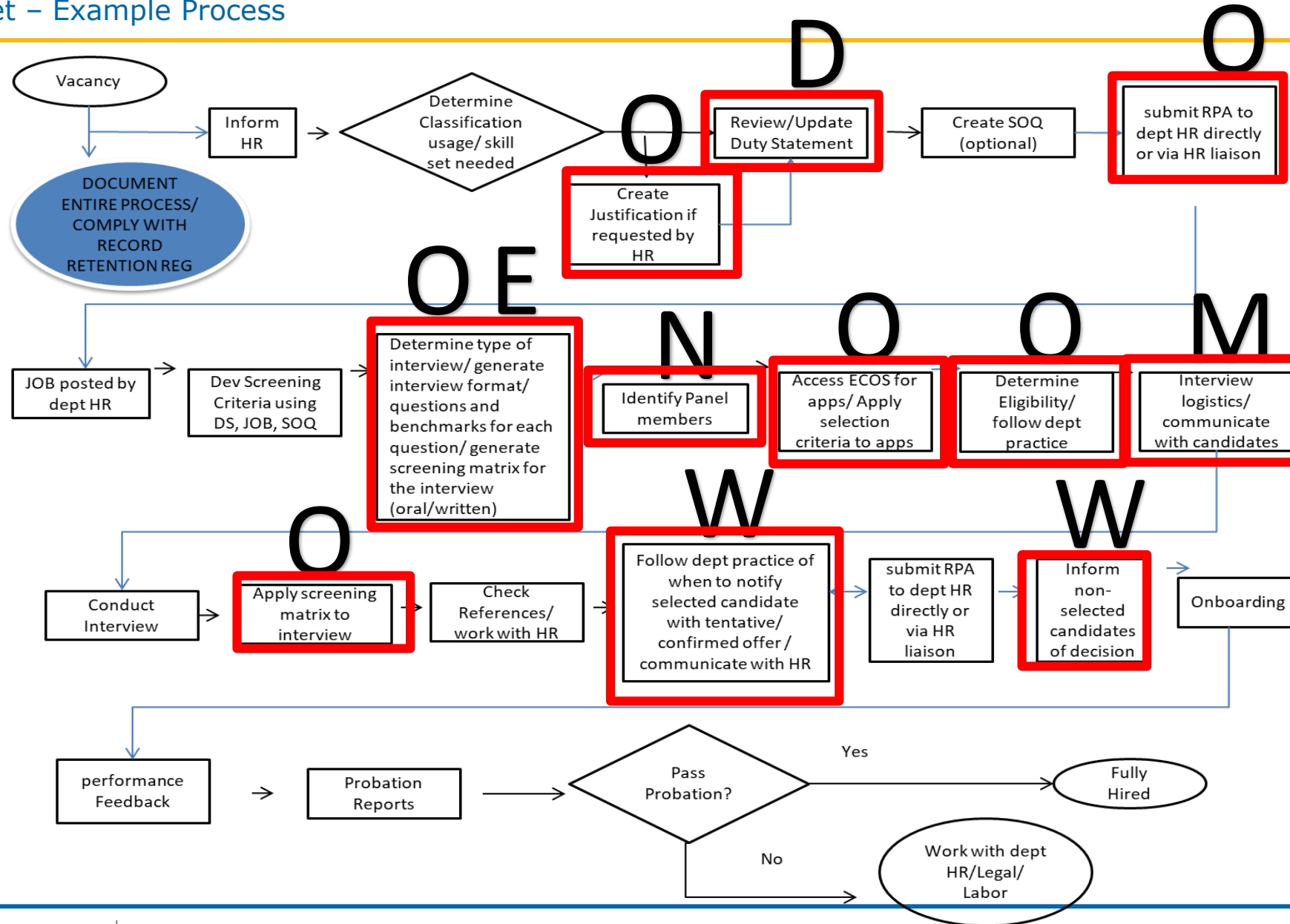
MOTION
Unnecessary movements by people (e.g., walking).

E



EXTRA-PROCESSING
More work or higher quality than is required by the customer.

Lean Mindset – Example Process



Put it into Practice

“If you change the way you look at things, the things you look at will change.”

- Wayne Dyer

Thank You

Questions or Comments?

Contacting CalHR Lean Academy

Lean Academy Inquiries

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CalLearns Lean Academy Trainings

<https://www.calhr.ca.gov/Training/Pages/lean.aspx>

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