

Office Process Continuous Improvement

Productivity
improvement of
20%++
across 7 pilot areas



Example Office Only

DWP Pilot Areas

The Client

The Department of Work and Pensions in the UK decided to embark on an Improvement Journey, the results of which are still in evidence today.

Debbie and her team were part of this journey coaching improvement in the Disability and Carers Service.

The Context

The DWP, a large Government Department in the UK, was coming under pressure to cut costs following a Government Spending Review.

Improving Productivity rather than just cutting a percentage from the bottom line was chosen as the preferred method of improvement.

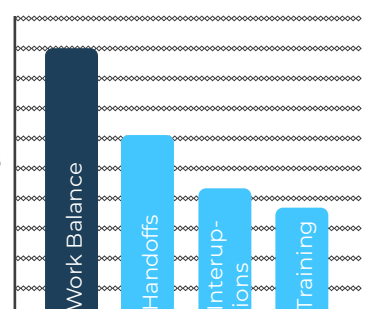
The Pilot Areas

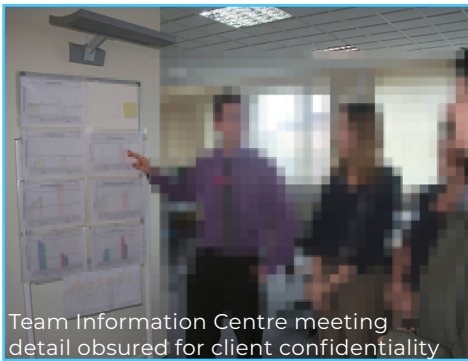
Seven Pilot Areas were chosen across the DWP; four in Job Centre Plus and three in the Disability and Carers Service.

These Pilots were chosen in order to prove the concept and train the DWP's own improvement coaches to continue the roll out of improvement tools and techniques.

The Problem

Analysis of the data in one Pilot Area showed the **work balance between different grades was a key contributing factor to poor productivity.**





Cross Functional Team

- **Decision Makers** - most senior of the team
- **Admin Officers** - more advanced admin roles
- **Admin Assistants** - basic admin support
- **IT Support** - specialist staff to enable changes to systems



Challenges

- Making this a “No Blame” workshop
- Putting aside old Functional Silos and working as a Team
- Getting to the Root Cause of the Problem not just Symptoms
- Using Re-balancing, Process Redesign & Error Proofing for a **lasting Countermeasure** not just a sticking plaster

6 Month Pilot Areas

Month
1&2

Visual Management

Information Centre Meetings are introduced to make visible key measures for the teams.
Practical Problem Solving is added to enable tackling the key issues which arise day after day

Month
3

Process Mapping

Process Mapping is added to visualise key processes within the Team. If we can see what we do we can then as a team start to identify waste and improve the process.

Month
4&5

Redesign & Waste Elimination

Process Improvement using the Re-balancing, Redesign and Error Proofing are developed. These are developed with the Team and flow from the detailed Problem Solving and Process Mapping done.

Month
6+

Continuous Improvement

Continuous Improvement is scheduled out and driven through daily review of this countermeasure plan. Sustainability is built in through updated Standards and robust Training and a clear review schedule.

Results

Over the 6 month Pilots Improvements resulting in 20%+ productivity gains were implemented.

Overall the lifetime of the project the DWP reported savings of

£150M +



Feedback

*“A key element of the Change Programme has been a concerted investment to introduce Lean methodology across DWP. Almost half our staff have already seen changes in their work as a result of the use of these techniques which have both improved customer service and **saved DWP over £150 million with more to come**”.*

DWP - Delivering more for less