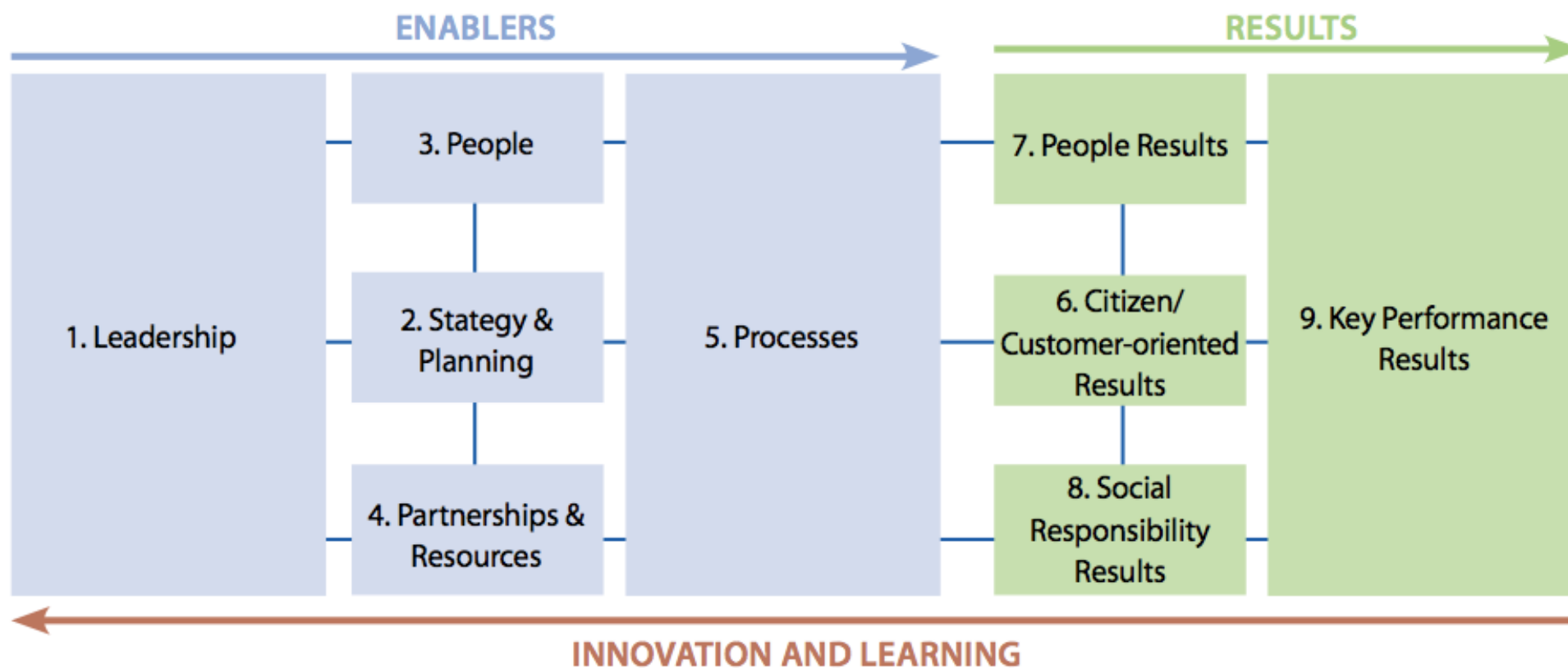# REĢIONĀLA PRAKTISKĀ KONFERENCE

## "INOVATĪVA ORGANIZĀCIJA: UZSVARS UZ PAKALPOJUMU KVALITĀTI. KAS IR MŪSU KLIENTI UN KĀDAS IR VIŅU VAJADZĪBAS? EFEKTĪVS PĀRMAIŅU PROCESS. LABĀS PRAKSES PIEMĒRI."

projekta LLI-59 "Praktisko apmācību un pasākumu cikls sadarbības veicināšanai starp iestādēm un darbinieku kapacitātes celšanai (Open Leadership)" ietvaros

2018. gada 17. un 18. aprīlis, viesnīca "Park Hotel Latgola", Konferenču zāle

# OVERVIEW INNOVATIVE PUBLIC ORGANIZATION

**ENABLERS**

**RESULTS**

1. Leadership

3. People

2. Stategy & Planning

4. Partnerships & Resources

5. Processes

7. People Results

6. Citizen/ Customer-oriented Results

8. Social Responsibility Results

9. Key Performance Results

**INNOVATION AND LEARNING**

PRINCIPLES OF EXCELLENCE

Results orientation

Social responsibillty

Citizen/ Customer focus

Partnership development

PRINCIPLES OF EXCELLENCE

Leadership and constancy of purpose

Continuous innovation and improvement

People development and involvement

Management of processes and facts

# LEADERSHIP

## ENABLERS



**Sub-criterion 1.1**
Provide direction for the organization by developing its mission, vision and values

**Sub-criterion 1.2**
Manage the organization, its performance and its continuous improvement

**Sub-criterion 1.3**
Motivate and support people in the organization and act as a role model

**Sub-criterion 1.4**
Manage effective relations with political authorities and other stakeholders

# STRATEGY AND PLANNING

## ENABLERS

**1. Leadership**

**3. People**

**2. Stategy & Planning**

**4. Partnerships Resources**

**Sub-criterion 2.1**
Gather information on the present and future needs of stakeholders as well as relevant management information

**Sub-criterion 2.2**
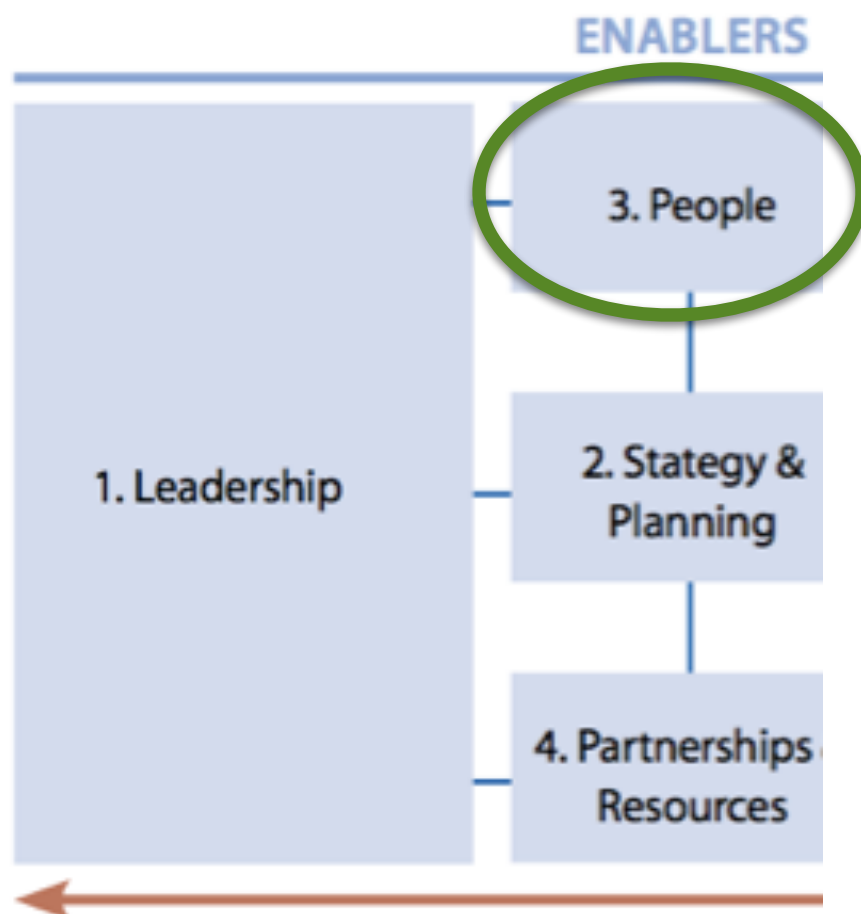Develop strategy and planning, taking into account the gathered information

**Sub-criterion 2.3**
Communicate and implement strategy and planning in the whole organization and review it on a regular basis

**Sub-criterion2.4**
Plan, implement and review innovation and change

# PEOPLE

**ENABLERS**



**Sub-criterion 3.1**
Plan, manage and improve human resources transparently with regard to strategy and planning
**Sub-criterion 3.2**
Identify, develop and use competencies of people aligning individual and organizational goals
**Sub-criterion 3.3**
Involve employees by developing open dialogue and empowerment, supporting their well-being

# PARTNERSHIP



**Sub-criterion 4.1**
Develop and manage partnerships with relevant organizations

**Sub-criterion 4.2**
Develop and implement partnerships with the citizens/ customers

**Sub-criterion 4.3**
Manage finances

**Sub-criterion 4.4**
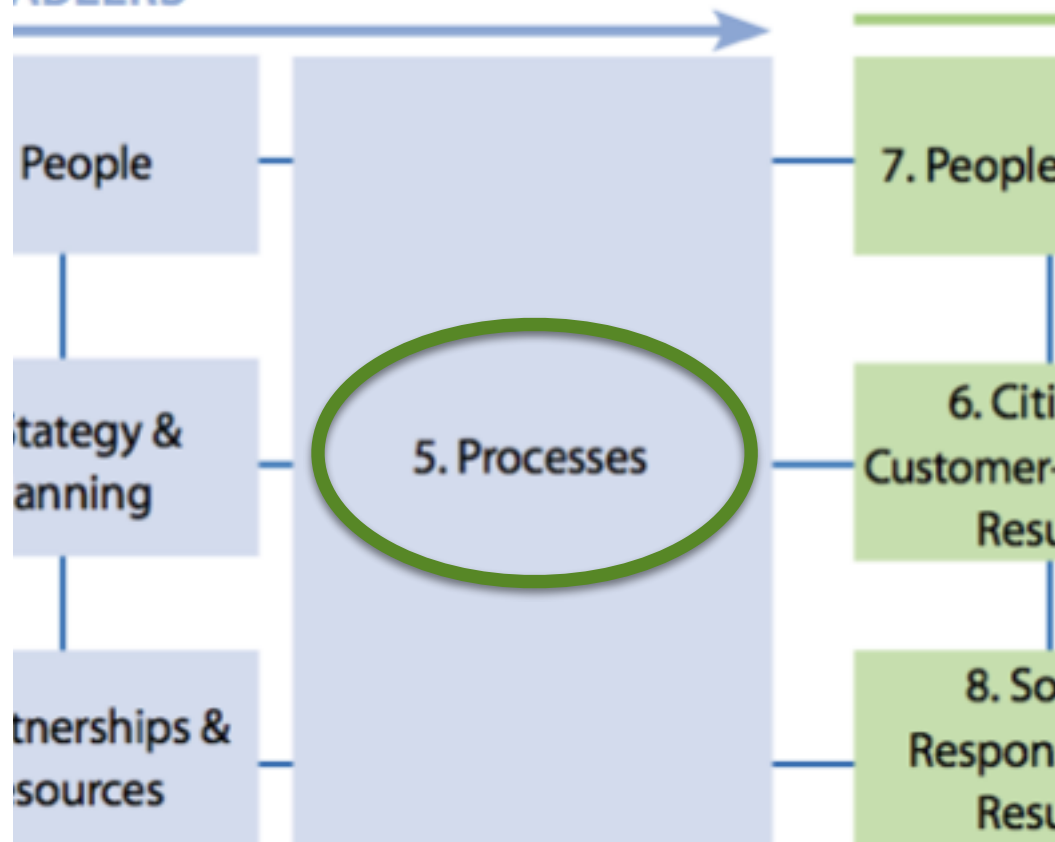Manage information and knowledge

**Sub-criterion 4.5**
Manage technology

**Sub-criterion 4.6**
Manage facilities

## PROCESSES



**Sub-criterion 5.1**
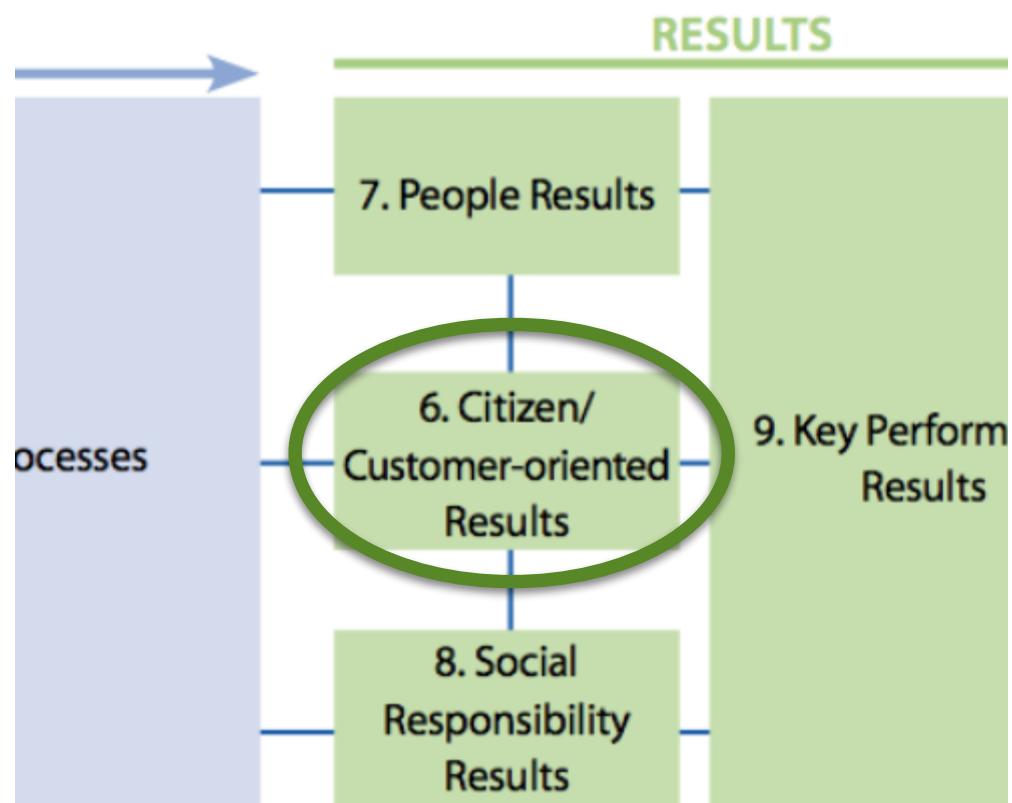Identify, design, manage and innovate processes on an ongoing basis, involving the stakeholders
**Sub-criterion 5.2**
Develop and deliver citizen/ customer-oriented services and products
**Sub-criterion 5.3**
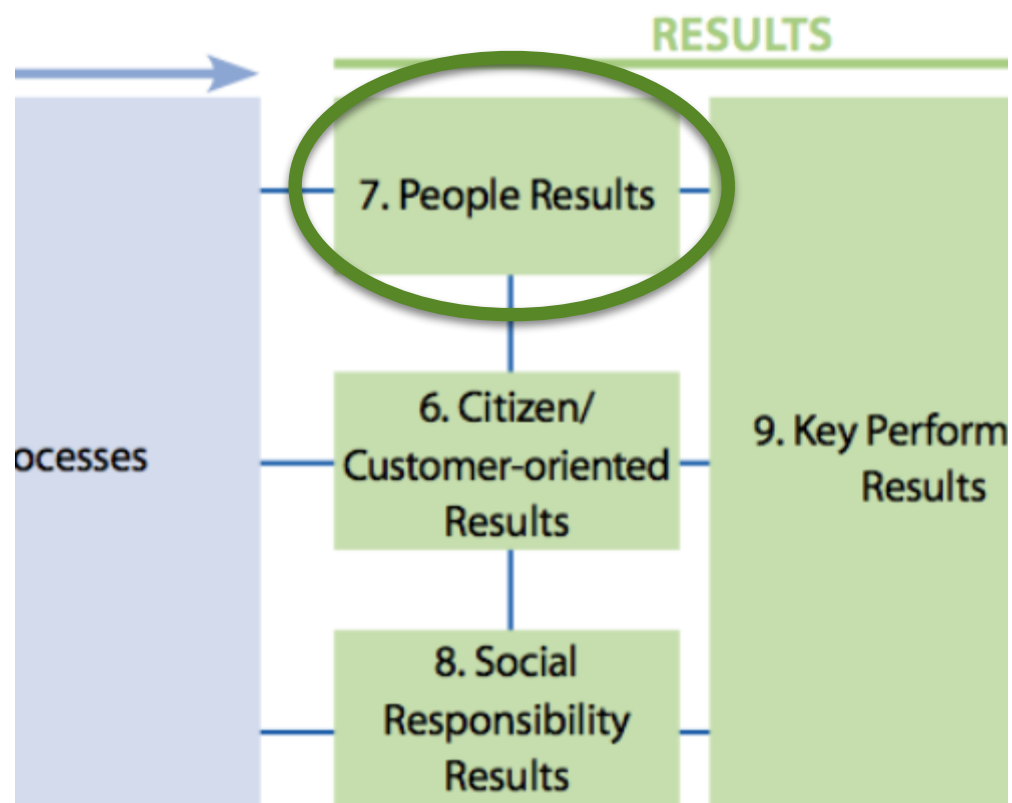Coordinate processes across the organization and with other relevant organizations

**Sub-criterion 6.1**
Perception measurements
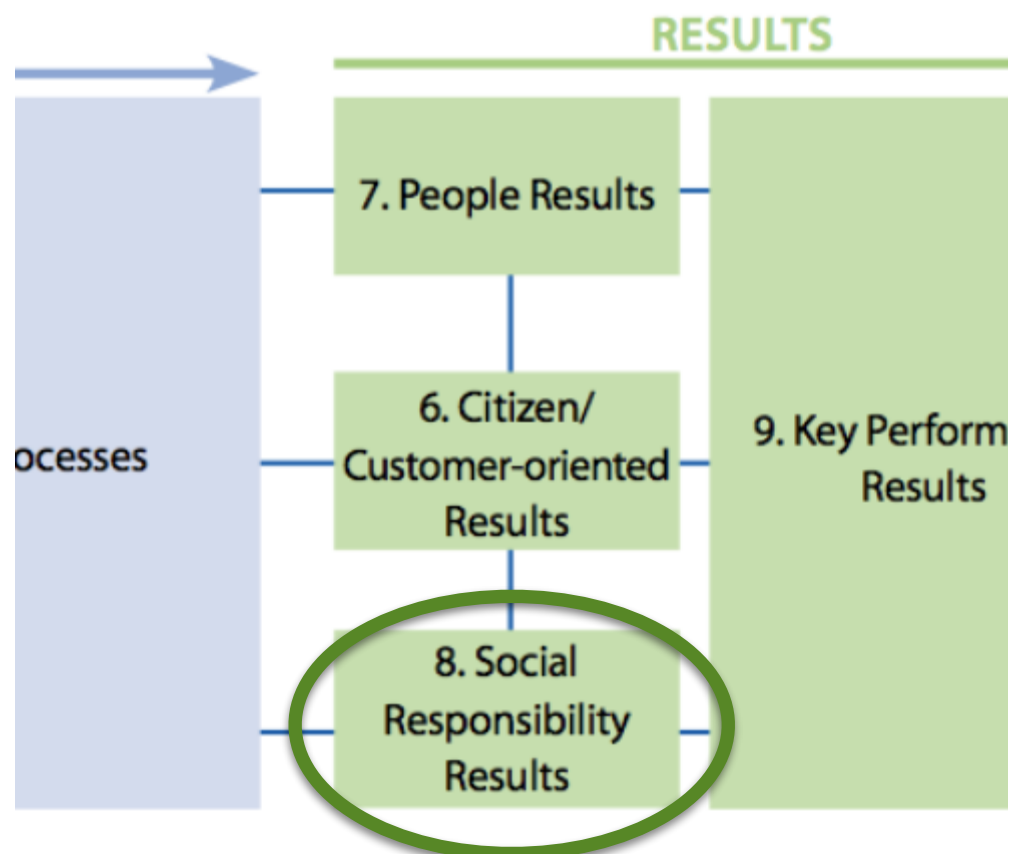**Sub-criterion 6.2**
Performance measurements

**Sub-criterion 7.1**
Perception measurements
**Sub-criterion 7.2**
Performance measurements

# SOCIAL RESPONSIBILITY



**Sub-criterion 8.1**
Perception measurements
**Sub-criterion 8.2**
Performance measurements

# PDCA CYCLE ENABLERS

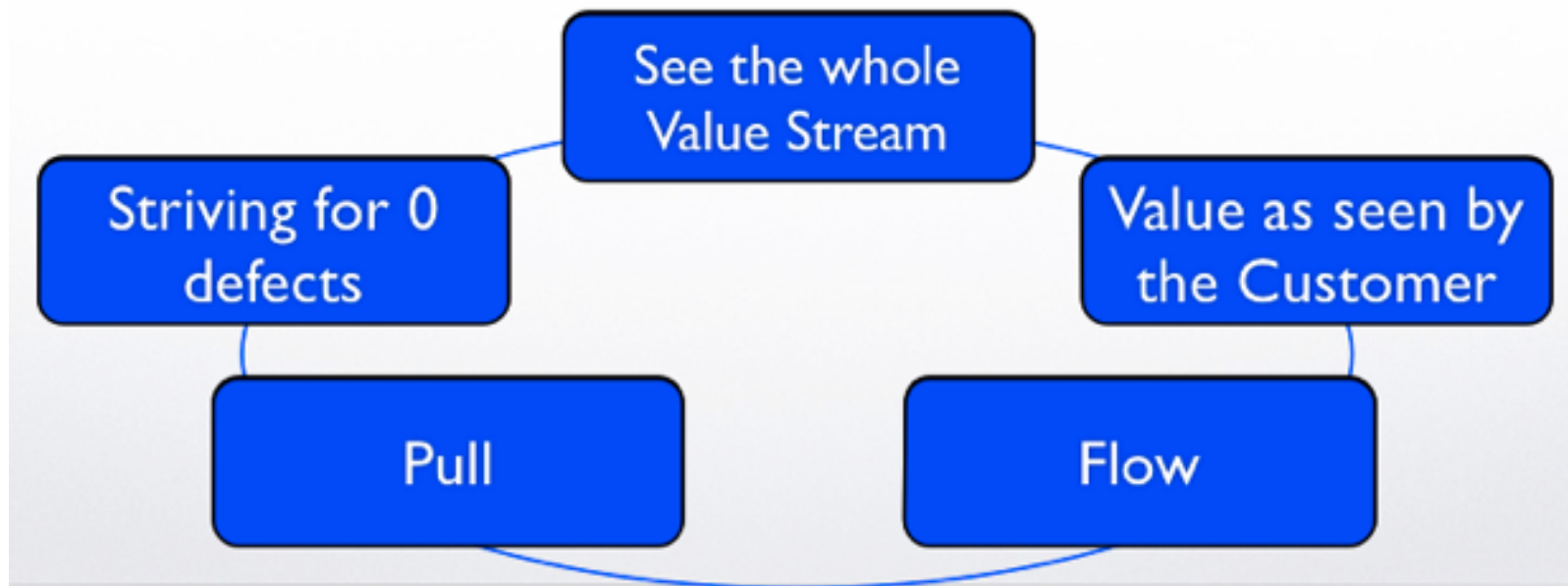| PHASE | ENABLERS PANEL - CLASSICAL SCORING | SCORE |
|---|---|---|
|  | We are not active in this field, we have no information or very anecdotal. | 0-10 |
| PLAN | We have a plan to do this. | 11-30 |
| DO | We are implementing / doing this. | 31-50 |
| CHECK | We check / review if we do the right things in the right way. | 51-70 |
| ACT | On the basis of checking / reviews we adjust if necessary. | 71-90 |
| PDCA | Everything we do, we plan, implement, check and adjust regularly and we learn from others. We are in a continuous improvement cycle on this issue. | 91-100 |

# PDCA CYCLE RESULTS

| RESULTS PANEL - CLASSICAL SCORING | SCORE |
|---|---|
| No results are measured and/or no information is available. | 0-10 |
| Results are measured and show negative trends and/or results do not meet relevant targets. | 11-30 |
| Results show flat trends and/or some relevant targets are met. | 31-50 |
| Results show improving trends and/or most of the relevant targets are met. | 51-70 |
| Results show substantial progress and/or all the relevant targets are met. | 71-90 |
| Excellent and sustained results are achieved. All the relevant targets are met. Positive comparisons with relevant organisations for all the key results are made. | 91-100 |

**The five pillars of Lean**
Value Stream (where from - where to?) The client (what is value?)
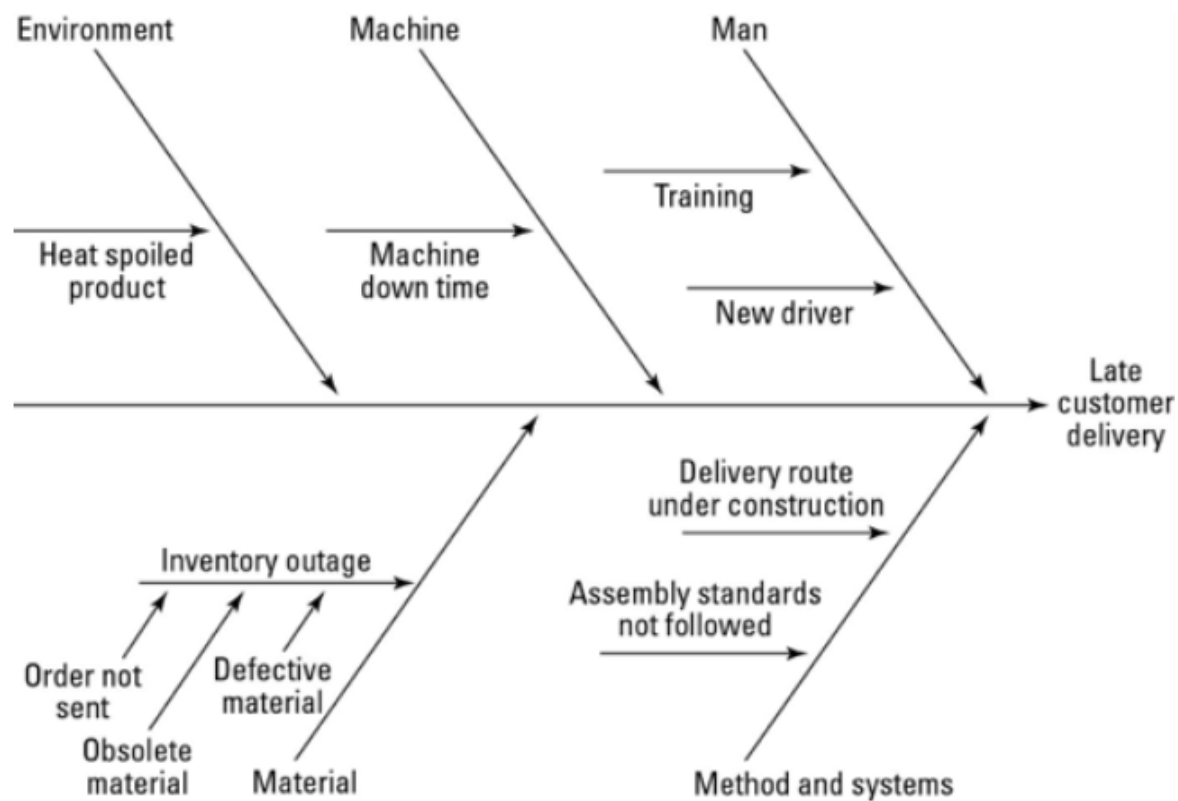Flow (keeping it going) Pull (work only when demanded) 0 defects

## Eliminate waste in the following areas:

- doing things before needed,
- any inventory not in use,
- waiting,
- motion,
- making mistakes,
- extra processing,
- wasting resources and
- not making use of the employees' creativity.

## KAIZEN: MINI WORKSHOP

1 Form a cross-functional team

2 Name the issue

3 Short description of the issue

4 Waste Watch (any wastes there?)

5 Draw and brainstorm with Fishbone

6 Find solutions

7 Present your workshop "at home" and implement!

# QUALITY TOOL FISH-BONE DIAGRAM

## Lean Histogram

### Histogram

**Visitor Frequency Description**

To ensure an adequate number of employees at the Information desk during office hours, this histogram was created to support the findings that were previously not available.

**Data Table**

| Bin | Frequency |
|-----|-----------|
| 109,3 | 1 |
| 112,5 | 2 |
| 115,8 | 5 |
| 119 | 11 |
| 122,3 | 19 |
| 125,6 | 24 |
| 128,8 | 17 |
| 132,1 | 11 |
| 135,4 | 6 |
| 138,6 | 3 |
| 141,9 | 1 |



**Histogram**

Frequency of Occurance

**Visitors during the day**
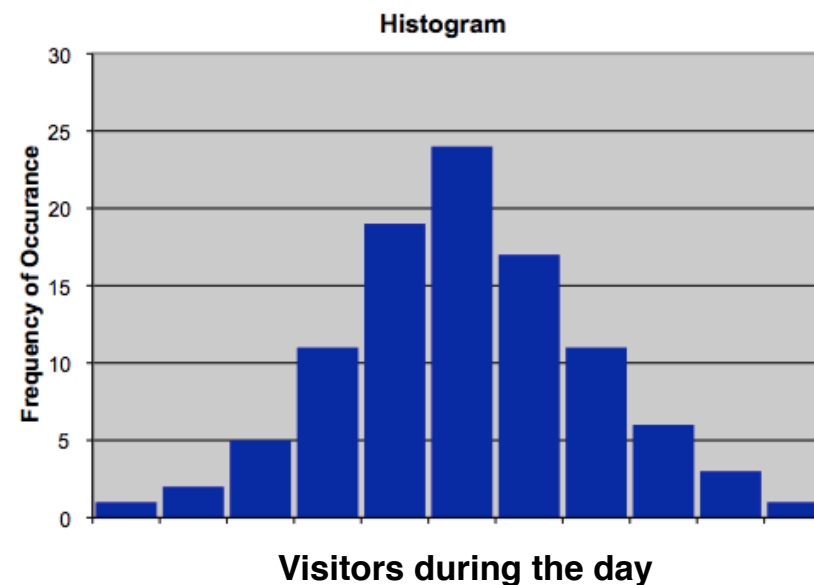
| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 125,36 | 26 | 119,42 | 51 | 123,72 | 76 | 131,48 | 101 | | 126 | | 151 | | 176 | |
| 2 | 126,66 | 27 | 120,83 | 52 | 124,56 | 77 | 127,92 | 102 | | 127 | | 152 | | 177 | |
| 3 | 130,28 | 28 | 136,53 | 53 | 116,03 | 78 | 114,08 | 103 | | 128 | | 153 | | 178 | |
| 4 | 133,74 | 29 | 120,4 | 54 | 121,06 | 79 | 125,45 | 104 | | 129 | | 154 | | 179 | |
| 5 | 126,92 | 30 | 136,58 | 55 | 124,5 | 80 | 124,65 | 105 | | 130 | | 155 | | 180 | |

## STARTING THE JOURNEY

**Step 1**
Decide how to organise and plan the self-assessment

**Step 2**
Communicate the self-assessment project

### PHASE 2: SELF-ASSESSMENT PROCESS

**Step 3**
Compose one or more self-assessment groups

**Step 4**
Organise training

**Step 5**
Undertake the self-assessment

**Step 6**
Draw up a report describing the results of self-assessment

### PHASE 3: IMPROVEMENT PLAN/PRIORITISATION

**Step 7** Draft an improvement plan, based on the accepted self-assessment report

**Step 8**
Communicate the improvement plan

**Step 9**
Implement the improvement plan

**Step 10**
Plan next self-assessment